

# NON-FINANCIAL PERFORMANCE STATEMENT





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# RESPONSIBILITY IS AT THE HEART OF LFB'S STRATEGY

## 1.1

# ACHIEVEMENTS AND RECOGNITIONS IN 2024

**With the announcement of its Raison d'Être and preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD), 2024 was a pivotal year for LFB in terms of CSR.**

## DEFINITION OF LFB'S RAISON D'ÊTRE

In 2023, LFB decided to define its Raison d'Être collaboratively. The survey was completed by 64% of employees, the members of the Board of Directors as well as 14 external stakeholders (shareholder, suppliers, customers, patient and donor associations, creditors, the French Directorate General of Health, the French Directorate General of Enterprise, etc.).

The Raison d'Être was formally adopted in April of 2024 and affirms the following: "LFB, expertise committed to life." It serves as a guide for the expert areas and operations of LFB with a view to making changes in order to accentuate its concrete impact on patients and in the world:

- **First are foremost, expertise**, in medicines derived from living organisms, which makes all the difference for patients. It's also the expertise of LFB's employees and their unique know-how in biomedicines which make the company a recognised and essential player today;
- **Secondly, commitment**, which is so particular to LFB. During the consultation process, this aspect was also designated as the key value of the Group. And this sense of commitment is firmly anchored in each and every of the company's employees, all driven by the desire to serve patients;
- Finally, **commitment to life**, which spurs on all Group employees who are aware that the medicines produced by LFB treat patients suffering from serious and often rare diseases, in France and in the rest of the world.

On 8 February 2024, the Board of Directors convened a General Meeting held on 26 February 2024 to vote on the amendment of the company's articles of association to include the newly-minted Raison d'Être.

## INITIATION OF ALIGNMENT OF THE NON-FINANCIAL REPORTING WITH THE CSRD

The transposition of the EU Corporate Sustainability Reporting Directive (CSRD) into French law via French Decree No. 2023-1934 of 30 December 2023 concerns the publication and certification of sustainability information, as well as the environmental, social and corporate governance obligations of commercial companies.

Dual materiality analysis work was initiated in April 2024 with the consultation of internal and external stakeholders. IROs (Impact, Risks and Opportunities) were defined through interviews and workshops, based on raw risks, within the Group's existing risk analysis framework.

This exercise identified the important sustainability themes for the company's business model on which it will have to report in the CSRD.

Finally, the members of the Board of Directors of LFB SA were trained by an auditor in the CSRD during a 2.5 hour session.

Further details on the preparation work are provided in the "[Preparing for CSRD Compliance](#)" section.

LFB,  
expertise committed  
to life.

In its tireless quest to meet the growing need of patients for biological and plasma-derived medicinal products while strengthening the French bioproduction sector, LFB has continued projects that will enable it to increase its production capacities:

- Announcement of a 20 million euro investment in its subsidiary LFB BIOMANUFACTURING specialised in the production of therapeutic proteins and monoclonal antibodies in particular. This expansion of the site will double its bioproduction capacity. This project co-financed by the French government via the “France 2030” plan will ultimately create around fifty jobs;
- Start of operations at the Arras plant, which will enable LFB to triple its production capacity for three of its medicinal products: immunoglobulins, albumin, and fibrinogen. At the Regional Wood Construction Awards, LFB won the «Special Industrial Building» Award for the Waste Recovery Unit at its Arras site;
- Strengthening of its network of collection centres in Europe with the opening of its first donation centre in Germany and the acquisition of Amber Plasma, a company specialising in the opening and management of plasma collection centres in the Czech Republic;
- Extension of the indications for WILFACTIN® / WILLFACT® to the entire paediatric population in European Union countries. This human coagulation Von Willebrand<sup>1</sup> factor is indicated for the prevention and treatment of haemorrhages or for surgical bleeding in patients with Von Willebrand disease when desmopressin treatment alone is ineffective or contraindicated;
- A new collaborative effort between LFB BIOMANUFACTURING and Sartorius, a group specialised in life sciences. This collaboration aims to accelerate the development of therapies by offering cell lines and to streamline the development and manufacturing processes of biomedicinal products.

The structuring projects completed in 2024 laid the foundations for the continuing commitments in 2025.

### CORPORATE CULTURE PROJECT

To support LFB's transformation, working groups involving the Executive Committee and employees were set up in 2024 to think about ways to evolve the corporate culture (and associated behaviours) to support the Group's growth in France and internationally. The deployment of this ambitious plan will be effective starting in 2025.

The objective is to strengthen LFB's corporate culture through a few core behaviours built around shared values such as Accountability, Collaboration, Continuous Improvement and Compliance with rules.

This reflection was given a significant boost in 2024 with in-depth work by the Culture group from the Leadership team in France and the consultation of 117 employees (46 interviews in France / 21 interviews internationally / 50 participants in dialogue groups around the world).

The Executive Committee also took part in this initiative with 5 work meetings between April and November 2024.

Finally, this Culture initiative has also been deployed as part of the performance evaluation process, with an adjustment in 2024 of the Values questionnaire (built in 2023 for employees) for managers, taking into account the work done around expected behaviours.



### CSR recognition

LFB's CSR performance continued to garner recognition in 2024,

- with LFB remaining among the top 10 in the 2025 Work-Study category of the HappyIndex® Trainees® France ranking. This ranking is based on an anonymous and independent survey conducted by ChooseMyCompany which gives interns and work-study trainees the opportunity to freely express their point of view and feedback about their time with the company.



- For the 9<sup>th</sup> consecutive year, LFB's sustainable development strategy and CSR maturity were awarded the A++ Label, the highest of the green index by the CAHPP (Central Purchasing Agency for Public and Private Hospitals).



<sup>1</sup> - Von Willebrand disease is a bleeding pathology caused by a genetic defect that affects the concentration, structure or function of Von Willebrand factor (VWF), an essential protein in the mechanisms of primary haemostasis (interaction with platelets) and coagulation (transport and protection of factor VIII)

## 1.2

## LFB'S BUSINESS MODEL AND ITS STAKEHOLDERS

The reporting scopes for each theme and sub-theme addressed during the year 2024 are detailed in the "Structure of the LFB Group and reporting scope" section.

LFB develops, manufactures and commercialises plasma-derived medicinal products and recombinant proteins for the treatment of patients with serious and often rare diseases in the fields of haemostasis disorders, immunology and intensive care.

Drawing on its firm base of strong values dare Entrepreneurship, act with Exemplarity, cultivate Stringency, develop a Team Spirit and succeed with Integrity LFB is fully committed with its employees to carrying out its public health mission for patients.

LFB advocates a socially-responsible and environmentally-friendly business model, to ensure the well-being of its employees and respect its ethical commitment to both healthcare professionals and patients.

To guarantee the success of this mission over the long term, improve its performance and develop its know-how, LFB implemented a new strategy in 2018 to refocus its activities on its core business. This strategy, supported by all of the company's employees, has been translated into concrete objectives:

- **To prioritise industrial affairs**, in particular with the new plant in Arras,
- **To refocus the company's activities** on its core business: plasma-derived medicinal products and recombinant proteins,
- **To strengthen its leadership** in France and focus international development in certain countries (Belgium, Germany, Italy, Mexico, Spain, Turkey, United Kingdom, United States).

Thanks to its adaptability and innovation, LFB continues to pursue its ambitious mission every day: to develop, manufacture and provide biomedical products to health care professionals for the treatment of patients with serious and often rare diseases. LFB is therefore a key player for healthcare professionals and patients alike.



# LFB'S BUSINESS MODEL

**LFB'S VISION:**  
"LFB, expertise committed to life."

**LFB'S MISSION:**  
"To provide health care professionals plasma-derived medicinal products and recombinant proteins to treat patients with serious and often rare diseases in three therapeutics areas: **immunology, haemostasis and intensive care.**"

## MEANS, RESOURCES, PERFORMANCE...

### FINANCIAL RESULTS

**€ 599.6 million** in Global revenue  
**€ 393.9 million** in purchases (excluding plasma in France) including CAPEX

### PORTFOLIO OF MEDICINAL PRODUCTS

**Fifteen medicinal products**  
Marketed in some **thirty countries**

### HUMAN CAPITAL

**3,086** employees  
**54.50%** women  
**45.50%** men  
A corporate culture based on **5 core values**  
Accident rate: frequency rate = **5.2**

### SUSTAINABILITY PERFORMANCE

**15.1 kg** CO2e emitted per litre of plasma consumed  
**120.7 kWh** energy consumed per litre of plasma consumed  
**9.13 kg** of waste produced per litre of plasma consumed

### RELATIONS WITH STAKEHOLDERS

A public **health mission** in France  
**Major player** in the French plasma market\*

### INTELLECTUAL CAPITAL

**40** scientific publications\*\*  
**85.95%** target employees trained in anticorruption  
**100%** buyers trained in responsible purchasing

### INDUSTRIAL SITES IN FRANCE

**5 bioproduction sites:** in Les Ulis (91), Lille (59), Carvin (62), Alès (30) and Arras (62)  
**1,260,854 litres** of plasma used for production  
**1,878,519 vials** produced

2024 data



## ... RESPONSIBLE AND SUSTAINABLE

**LFB's main CSR commitments.**



### SOCIAL ISSUES

To make LFB a responsible, social-minded company



### SOCIETAL ISSUES

To ensure that LFB's relations with all of its stakeholders further the company's performance, society and patients.



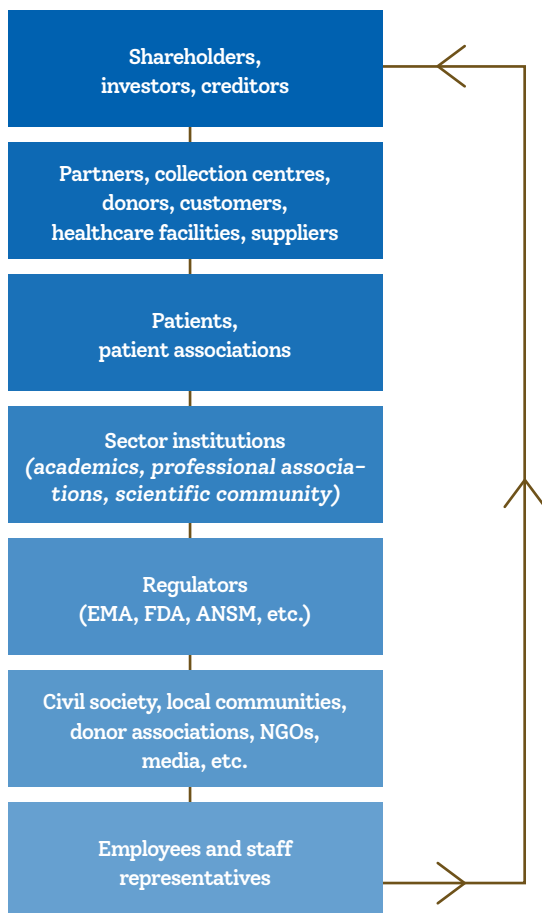
### ENVIRONMENTAL ISSUES

To reduce its carbon footprint as much as possible.

1.3

# DIALOGUE WITH EXTERNAL STAKEHOLDERS AND CSR GOVERNANCE

In 2024, LFB moved to more formally define the types of stakeholders with which it interacts. They fall into seven main categories:



Patients and patient associations go to the very core of LFB's concerns. LFB demonstrates its commitment to them with events held throughout the year, open houses to its production sites for blood donor and patient associations, and fundraising events such as the one for the IRIS patient association during World Primary Immunodeficiency (PID) awareness week.



LFB also plays an active role in the French plasma industry. As such, it took part in the 44<sup>th</sup> congress of the FFDSB (French Voluntary Blood Donation Federation) attended by over 1,000 participants, and the national congress of the SFAR (French Anaesthesia and Intensive Care Society) where all of the main actors in the [French plasma sector](#) came together to address the sector's challenges, during a panel discussion on the need to increase volumes of plasma collected.

As a company committed to bioproduction, LFB has been a member of the organising committee of the France Bioproduction Congress since its inception. At this congress, various concerned stakeholders meet to exchange ideas, and co-construct the future of bioproduction in France. LFB chaired the first ever congress, and Jacques Brom, Director General of LFB, was elected President of the 2025 France Bioproduction Congress. LFB is committed to supporting the development of hospital teams, by offering technological innovations with simple and effective tools.



### CSR GOVERNANCE

In 2024, the CSR Committee, composed of members of the Executive Committee, including the CEO, and certain line managers, met 5 times. Its role was take decisions on various CSR projects carried out within the company and to ensure they are monitored.

In addition to the CSRD training session held for the members of the Board of Directors, a 3-hour session to share information on CSR challenges at LFB took place on 16 December 2024 during a Strategy Committee meeting.

1.4

# STRUCTURE OF THE LFB GROUP AND REPORTING SCOPE

## GLOBAL LFB GROUP GEOGRAPHIC PRESENCE: ACTIVITIES AND MARKETS

The LFB Group's activities are diversified and fall into several categories:

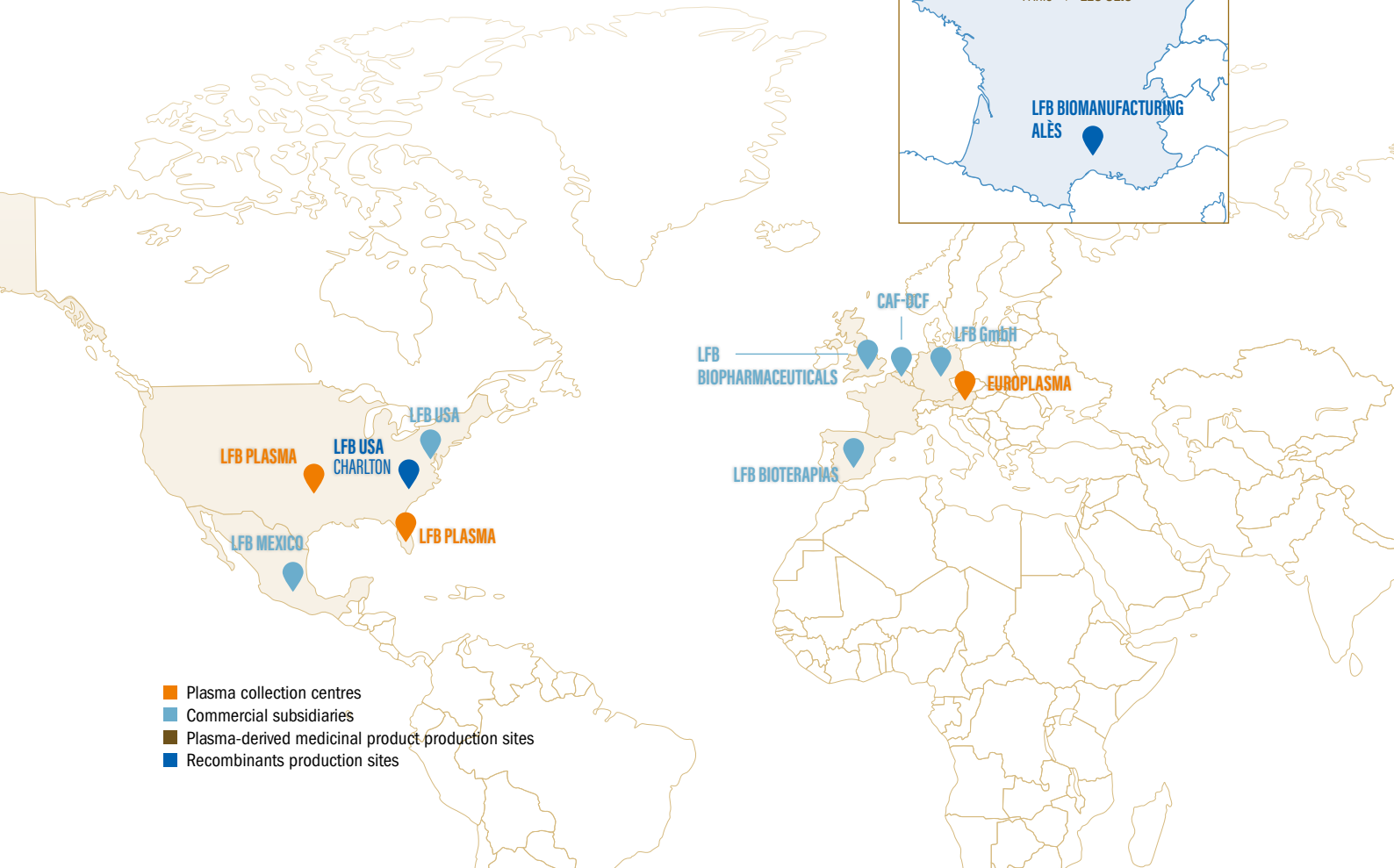
- **PLASMA COLLECTION CENTRES:** they are divided geographically into two subsidiaries, one that collects plasma in Europe (Europlasma) and the other responsible for collecting plasma in the United States (American Plasma).
- **COMMERCIAL SUBSIDIARIES:** LFB commercialises its medicinal products in some thirty countries worldwide, working with commercial partners and its subsidiaries. LFB has decided to implement a selective strategy outside of France, by focusing its efforts on 8 growth markets for its key medicinal products: Germany, Belgium, Spain, the United States, Italy, Mexico, the United Kingdom and Turkey.

### → PLASMA-DERIVED MEDICINAL PRODUCT PRODUCTION SITES:

these sites are located in France, with three in operation (Les Ulis, Lille and Carvin) and one new plant in Arras that is currently in the qualification stage. These plants fractionate human plasma collected and produce the derived medicinal products.

### → RECOMBINANT MEDICINE PRODUCTION SITES:

these sites located in Alès (France) and Charlton (United States) specialise in the production of therapeutic proteins.



The table below provides a schematic view of the structure of the LFB Group, with its entities, subsidiaries and activities.

Entities and subsidiaries belonging to the LFB Group, presented according to their activity and geographical location at 31 December 2024

Scope	Recombinant & plasma-derived medicinal products production entity	Country of production	Sites	
LFB Group	LFB France (LFB BIOMEDICAMENTS, LFB BIOTECHNOLOGIES, LFB BIOMANUFACTURING)	France	Alès	
			Arras	
	LFB USA (LFB BIOTECHNOLOGIES: production of recombinant proteins)	USA	Carvin	
			La Défense - tour W	
	LFB USA (LFB BIOTECHNOLOGIES: production of recombinant proteins)	USA	Les Ulis	
			Lille	
	LFB USA (LFB BIOTECHNOLOGIES: production of recombinant proteins)	USA	Charlton	
			Framingham	
	Blood and plasma collection entities	Country of collection	collection sites	
LFB American plasma	USA	6 sites		
	Austria	9 sites		
Europlasma	Czech Republic	15 sites		
	Germany	1 site		
Promotional subsidiaries	Promotion country	promotional sites		
LFB Hemodirivados e Biotecnologia Ltda	Brazil	Rio de Janeiro		
LFB GmbH	Germany	Saarbrücken		
LFB Biopharmaceuticals Ltd	England	London		
LFB Bioterapias Hispania	Spain	Madrid		
LFB Middle East & CAF-DCF	Belgium	Brussels		
Laboratorio Farmaceutico LFB Mexico	Mexico	Mexico		

The scopes mentioned in this document refer to this table. The Group sought to report its 2024 non-financial data within its financial scope. As a result of recent acquisitions and the collection systems in force within the Group, the non-financial reporting rules are as follows:

- For environmental data, the scope covers LFB France (sites of Les Ulis, Lille, Carvin, Arras, Alès and the Tower W at La Défense) for reporting for the year 2024.
- For the social part:
  - In 2024, the LFB France scope of workforce training and health and safety indicators was expanded to include the collection subsidiary Europlasma. Diversity indicators were applied across the LFB Group (French sites, collection and promotional subsidiaries). Only employer branding is handled exclusively by the LFB France scope.
  - Patient health and safety covers the Group scope, unless stated otherwise for certain indicators.

- For the governance part:
  - The theme of responsible purchasing falls within the France scope;
  - The theme of the fight against corruption risks falls within the Group scope.

- Cybersecurity falls within the Group scope.

- Due to the recent nature of the acquisition of Amber Plasma (May 2024), that company's non-financial data could not be included in the 2024 NFPS.

The entities covered in the NFPS represent the majority of LFB's activities, revenue, and workforce

In 2024, a comparison with historical data was possible for all indicators except:

- The ratios calculated from the quantities of plasma consumed. In fact, in 2024, the quantity of plasma consumed includes the quantities of plasma used for LFB by its subcontractors;
- The scope of some environmental indicators includes the Arras plant which started operations at the end of 2024.

## 1.5

# PREPARING FOR CSRD COMPLIANCE

Preparing for CSRD compliance was a key focus for the Group in 2024, involving the contribution of more than 30 employees and training of the members of the Board of Directors and Executive Committee.

Most of the work focused on completing a double materiality analysis, which is the cornerstone of the CSRD.

The double materiality analysis is a fundamental prerequisite of the CSRD and the European Sustainability Reporting Standards (ESRS) aimed at identifying and assessing sustainability issues, referred to as «Impacts, Risks, and Opportunities» (or «IROs»).

The key IROs identified determine which ESRS standards will be applicable to LFB, and what qualitative and quantitative data will be expected under those standards to be included in LFB's future sustainability report.

The work carried out covered the upstream and downstream value chain beyond the first tier of suppliers (direct suppliers). The various phases of the project were designed in accordance with the recommendations of the European Financial Reporting Advisory Group (EFRAG) in its «Materiality Assessment Implementation Guidance».

## PHASE 1

### IDENTIFICATION OF A UNIVERSE OF REAL OR POTENTIAL IROS

The objective was to gain a precise understanding of LFB's context through the review of documents and framing workshops, in order to draw up a list of qualified IROs prior to the assessment.

An IRO universe was defined based on this documentary review (more than 50 internal documents and more than 15 external documents), pre-framing interviews (eight company workshops with senior managers or key employees at the Group level) on eight key topics.

## PHASE 2

### CONSULTATION OF STAKEHOLDERS

A representative group of key stakeholders and report users was selected to deepen the analysis with their vision. Seven interviews were carried out with external stakeholders and enabled around 50 final IROs to be selected before the ranking phase.

## PHASE 3

### EVALUATION OF SIGNIFICANT IROS AND CONSOLIDATION

The objective of this phase was to apply a scoring method to determine which IROs are important and group the results into sustainability themes.

To meet regulatory expectations, each IRO was assessed on a «gross» or «inherent» basis, which differed from the pre-existing «net» scores in the Group's risk map and in the previous ESG risk map, leading in some cases to higher scores. However, a consistency check was carried out between this double materiality analysis and the Group's risk mapping.

Each IRO was assessed, with justification based on documentation, consultation with internal and external stakeholders (to balance the challenges identified in Phase 1), and additional internal discussions with the steering committee and relevant management to finalise and validate the assessments.

After performing the dual materiality analysis, some IROs were considered material and others were not. The IROs were then grouped by sustainability themes, to present the results of the double materiality analysis in a concise and understandable manner.

This double materiality analysis, with a definition of the materiality threshold, was presented to the Executive Committee and to the directors of the Strategy Committee at the start of 2025.

The work on the double materiality matrix served to analyse and review the risks and indicators presented in the 2023 NFPS. This led to three types of changes:

Changes to NFPS Risks in 2024 versus 2023	Rationale
<b>REMOVAL OF THE RISK:</b>	
→ Social dialogue	Non-material risk in light of the Group's geographical presence
→ Remuneration	Non-material risk in light of the Group's geographical presence
→ Animal well-being	Non-material risk because it only concerns one product out of the fifteen marketed by LFB.
<b>REORGANISATION OF RISK</b>	
→ "Climate change" includes three parts: "Energy and greenhouse gas emissions", "Adaptation to climate change", "Commitment to a low-carbon strategy"	Simplification of the challenges
→ The «Preventing and reducing absenteeism» and «Promoting physical exercise and sports» risks have been integrated into the Workforce health and safety section.	Simplification of the challenges
→ The "Interactions with external stakeholders" section has been integrated into the Patient health and safety section and the introduction.	Simplification of the challenges

**The number of indicators was revised as a result according to their relevance.**

	2023	2024
Number of KPIs	38	16



## 1.6

## IDENTIFIED CSR CHALLENGES AND RISKS

The Financial Affairs Department (DAF) and CSR defined the challenges and risks listed in the table below. This initiative will allow for the monitoring of performance indicators linked to the policies and initiatives implemented over a defined period of time, and to assess the results.

The company has defined the seven CSR themes deemed most relevant for its activities and which are aligned with the topics of the CSRD.

A table summarising each indicator is shown below.

### PART ENVIRONMENT

Theme	Challenges	Risks	KPI	Scope covered by KPIs
Climate change	Reducing greenhouse gas (GHG) emissions	Increase of energy consumption and GHG emissions contributing to climate change	Greenhouse gas emissions from energy consumption per litre of plasma in kg CO <sub>2</sub> eq/L	LFB France
			Energy consumed in kWh per litre of plasma consumed	LFB France
Water management	Managing water consumption	Risk of business disruption and environmental impact	Water consumed in litres per litre of plasma consumed	LFB France
Waste management	Defining waste prevention, recycling and elimination measures	Increased expenses and environmental impact	Quantity of waste in kg generated per litre of plasma consumed	LFB France

### PART SOCIAL

Theme	Challenges	Risks	KPI	Scope covered by KPIs
Company headcount	Guaranteeing a representative workforce in terms of gender and age	Lack of diversity	Breakdown of men and women in the workforce at 31/12 (%)	LFB Group
			Change in number of work-study trainees versus year N-1	LFB France
	Reinforce attraction and retention of talent	Decrease of attraction and retention, with a negative operational and financial impact	Employee turnover rate	LFB Group
	Guaranteeing the match between employee skills and the requirements of their jobs	Mismatch between expert area needs and employee skills	Percentage of group employees trained at least once	LFB France and Europlasma
			Overall group training effort	LFB France and Europlasma
Guaranteeing health and safety conditions at work	Employee health and safety risk	Severity	LFB France and Europlasma	
		Frequency rate	LFB France and Europlasma	
Consumers and end users	Evaluating measures taken to promote patient health and safety	Safety and patient relations risk	Percentage of emergency orders filled	LFB France
			Complaints indicator	LFB Group

PART GOVERNANCE

Theme	Challenges	Risks	KPI	Scope covered by KPIs
Business affairs	Managing supplier relationships	Damage to relationship of trust with suppliers and subcontractors	Average payment time for suppliers and subcontractors	LFB France
	Preventing and fighting corruption	Ethics and compliance risks that are legal and financial	Percentage of target employees trained in anti-corruption	LFB Group

PART LFB INDICATORS

Theme	Challenges	Risks	KPI	Scope covered by KPIs
Cybersecurity	Prevent and fight cybersecurity risks	Risk of cybersecurity attacks (phishing, ransomware)	Percentage of users who passed fake phishing tests	LFB Group

1.7

# CHALLENGES NOT DISCUSSED

Certain risks were not considered important based on LFB's business model. Those risks are listed below. These challenges were not found to be important in the double materiality analysis.

**1. THE COMPANY'S COMMITMENT TO THE COMMUNITY IN THE AREAS OF:**

- **The circular economy:** the company's activities, which are sensitive to the circular economy and the life cycle of the components used in the manufacture of medicinal products, recover part of its non-hazardous waste, recycle the used diluted alcohol as a by-product or send it out for regeneration. Production manufactures single-use medicinal products that cannot be used or recycled at the end of their shelf life. LFB's medicinal products are delivered on specific order, and no unused medicinal product is kept in hospitals,
- **The fight against food waste:** the company cafeterias at LFB's main sites (Les Ulis and Lille) are outsourced to professional organisations. LFB is responsible for its service providers and monitors the information they provide on the tonnages of food waste. Social and environmental criteria are requested in the specifications for call for tenders for the selection of service providers and are included in the contracts,
- **The fight against food insecurity:** LFB's activities are not concerned by this commitment.
- **Responsible, fair and sustainable food:** LFB's main activities are not concerned by this societal commitment.

**2. INFORMATION ON THE COMPANY'S SOCIAL COMMITMENTS IN THE AREAS OF:**

- **Social dialogue and remuneration:** due to its geographical location, LFB only operates in countries with strong regulations on social dialogue and remuneration, making these themes non-material.
- **Inclusion of people with disabilities:** A specific policy for the employment of people with disabilities was initiated in 2012. The aim is to ensure that disability is not a barrier to people expressing their skills and individual talents. As part of its policy to promote the social insertion of people with disabilities, LFB is committed in the regions where it has a large site to set up structural collaborations with ESATs (Work Aid Establishments and Services).

**3. INFORMATION ON ANIMAL WELL-BEING:**

- **Animal well-being:** LFB uses recombinant proteins from rabbit milk to produce one of its medicinal products. LFB strives to promote the well-being of the rabbits used and given that only one of the fifteen medicinal products marketed by LFB is concerned by this theme it was not considered material.



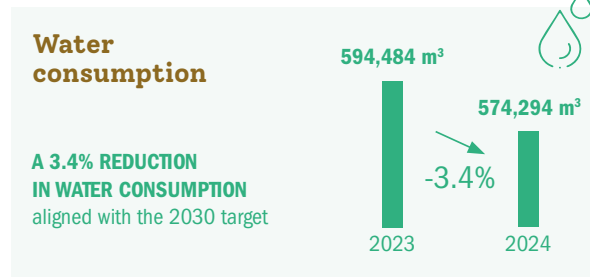
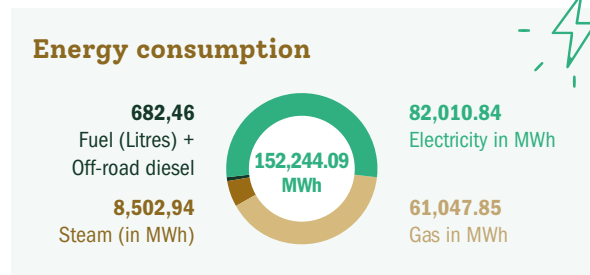
# ENVIRONMENT

The environmental challenge facing the LFB Group is primarily linked to its industrial activities. Because it is active in France, LFB chose in 2024 to focus on collecting data within the LFB France scope.

This challenge for the sustainable use of resources is related to the section of the management report on industrial, professional and environmental risks.

Systems to monitor and mitigate the impacts of the Group's French production operations on its ecosystems, using environmental indicators, are being implemented in a progressive manner. Inputs (raw materials, energy, water, for example) and outputs (emissions, effluents and waste) are all indicators monitored according to the volume of plasma consumed, the revenue and the vials produced.

## Key figures



## 2.1

# CLIMATE CHANGE

In order to measure, control and reduce its impact on climate change and thus help safeguard the environment, the priority for LFB is to define a decarbonisation plan for its activities at the Group level by the end of 2025, which includes the Arras plant.

### MEASUREMENT OF LFB'S CARBON FOOTPRINT

LFB communicates on its Carbon Footprint in the NFPS for the year N-1 of reporting (here 2023). This is because scopes 1


and 2 had already been evaluated while scope 3 had not yet been evaluated at the time of publication of the NFPS.

The challenge of ensuring the reliability of continuous measurement is and will remain key in building a reliable decarbonisation plan adapted to changes in the organisation. Thus, LFB decided to initiate a pilot project in 2024 to calculate scopes 1, 2 and 3 and integrate the calculation of its Carbon Footprint by the GHG Protocol methodology, using a tool developed by the company WeCount and made

available to (Trade organisation of pharmaceutical companies in France) members. Integrating this calculation poses multiple challenges: defining the decarbonisation trajectory by 2030 and then over the long term, equipping project leaders so that they can include the impact of their project as a decision-making criterion during validation of the project and how it will be carried out, including the collection of data for calculation of the carbon footprint as a ritual for contributing teams, which will help familiarise teams to climate challenges, make the data more reliable and facilitate the collection of evidentiary data.

In parallel and in order to secure the data, the company's 2023 Carbon Footprint, measured within the 3 scopes since 2017, was again calculated according to the usual process supported by an external service provider and following the official «Carbon Footprint» methodology used in France to prepare the BEGES<sup>2</sup>.

The categories selected (or scope) for this methodology, i.e. the organisation's «Greenhouse gas» profile, correspond to the profile required by ISO 14064. All of these categories are considered and evaluated within the framework of LFB's carbon footprint, meaning that there are three categories broken down into 23 items.



Reduce LFB's greenhouse gas emissions by **43%** within scopes 1, 2 and 3 in 2030 vs 2022

#### DETAILS OF THE EMISSION CATEGORIES AND ITEMS:

Categories (scope)	Numbers	Emission items	Activities studied
Direct emissions from energy (scope 1)	1	Direct emissions from fixed combustion sources	Fossil energies: combustion
	2	Direct emissions from mobile combustion sources	Not concerned
	3	Direct emissions from non-energy processes	Not concerned
	4	Direct fugitive emissions	Refrigerant fluids
	5	Emissions from biomass (soil and forests)	Not concerned
Indirect emissions from energy (scope 2)	6	Indirect electricity consumption-associated emissions	Electricity
	7	Indirect emissions from non-electricity energy consumption	Steam + cold
	8	Energy-related emissions not included in items 1 to 7	Not concerned
Other indirect GHG emissions (scope 3)	9	Transport of goods, upstream	Inbound/internal/outbound freight operated by LFB
	10	Transport of goods, downstream	Not applicable (downstream = costs borne by third parties)
	11	Work commutes	Commuting to and from work at the sites concerned
	12	Transport of visitors and customers	Not concerned
	13	Business travel and commuting	Airplane, car, and rail travel
	14	Purchases of goods	Energy purchases not included in category 1 (upstream) Process inputs and packaging"
	15	Fixed assets	Buildings, machinery, IT
	16	Waste management	All waste (waste from healthcare activities associated with a risk of infection, healthcare waste, and industrial waste)
	17	Leased assets, upstream	Not concerned
	18	Purchases of services	All tertiary purchases
	19	Use of products sold	Not applicable in this carbon assessment, as FP do not require energy from the customer
	20	Leased assets, downstream	Not concerned
	21	End of life of products sold	End of life of packaging, calculated automatically by spreadsheets
	22	Investments	Not concerned
	23	Other indirect emissions	Not concerned

Category 2 is calculated according to the “location based” principle (emissions factor dependent on the French energy mix).

#### Change in methodology between the 2022 and 2023 carbon footprints:

The “inputs” and “packaging” items were calculated using a new methodology to reduce the level of uncertainty. In fact, when possible, the calculation of the emissions of each element was based on the Emission Factor (EF) by weight and no longer on the cost of the element, which makes the carbon footprint calculation more precise.

#### Scope of data collection necessary for the carbon footprint assessment:

In 2023, LFB’s carbon footprint did not include:

- Plasma purchases;
- The Arras site;
- Collection entities and promotional subsidiaries.

#### Data collection process:

Data is collected for each emission point by the relevant LFB employees, who then send them to the CSR team, which is responsible for forwarding them to the service provider. The data may come from various sources (ERP, service providers, invoices, etc.).

#### **LFB’S COMMITMENTS**

The policy aimed at controlling energy consumption in LFB France’s activities was defined several years ago, and includes the commitment to monitor greenhouse gas emissions and limit the company’s impact on the environment.

Thus, the objectives and targets aim to reduce LFB’s carbon footprint by 43% within scopes 1, 2 and 3 in 2030 compared to a reference year of 2022 which will include the Arras plant.

The scope 1 and 2 decarbonisation plan was developed based on the results of an energy audit carried out in 2023. This plan includes 28 projects, the progress of which is monitored on a monthly basis by the Executive Committee in terms of the timelines and the associated means and resources.

Preparation for ISO 50001 certification by 2026 will sustainably support the reduction of scopes 1 and 2 and the improvement of LFB’s energy efficiency.

Regarding scope 3, actions are being taken to contribute to its reduction, such as the travel policy to minimise carbon emissions from business travel and employee commuting, inclusion of the right to remote work (up to 2 days/week), or increase in the number of electric and hybrid vehicles in the company fleet.

Other projects are underway, such as the reduction and reuse of our inputs, or the creation of a circular economy loop in the treatment of healthcare waste.

#### **ACTIONS TAKEN TO LIMIT LFB’S GREENHOUSE GAS EMISSIONS AND MANAGE ITS ADAPTATION TO CLIMATE CHANGE**

LFB has embarked on an energy sobriety plan in line with the decarbonisation trajectory objectives for scopes 1 and 2. The major actions undertaken and completed in 2024 are as follows:

#### **INITIATIVES TAKEN IN 2024 AND TON CO2EQ AVOIDED AT THE LILLE AND LES ULIS SITES**

Site	Action	CO <sub>2</sub> avoided	% project completed in 2024
Lille	Replacement of cooling units and fatal heat recovery via heat pumps for the supply of hot water at 70-90°C	779 tCO <sub>2</sub>	75
Lille	Replacement of electric motors with high energy performance IE4 electric motors	4 tCO <sub>2</sub>	100
Lille	Optimisation of the system of steam boilers	91 tCO <sub>2</sub>	100
Lille	Renovation of the iced network	722 tCO <sub>2</sub>	25
Les Ulis	Implementation of remote metering with energy performance KPI monitoring	53 tCO <sub>2</sub>	70
Les Ulis	Ducting of the burner fan of three gas boilers	22 tCO <sub>2</sub>	100
Les Ulis	Reduction of glycol levels in the cooling units	3 tCO <sub>2</sub>	100
Les Ulis	Campaign to identify and repair leaks in the compressed air network	18 tCO <sub>2</sub>	100
Les Ulis	Replacement of low-efficiency units	21 tCO <sub>2</sub>	100

## Results

LFB's carbon footprint was calculated in 2023 for the LFB France scope, excluding plasma inputs and consumption at the Arras site, which had not started operations.

→ Carbon Footprint (scope 1-2 + 3) 2023: 42,939 ton CO<sub>2</sub>eq  
→ Scope 3 in 2023: 23,518 ton CO<sub>2</sub>eq

### TOTAL ENERGY CONSUMPTION IN 2024

ENERGIES - France Scope	2023	2024	Change %
Electricity in MWh	74,513.9	82,010.8	+10.1%
Gas in MWh	59,359.6	61,047.9	+2.8%
Superheated water (Steam) in MWh	8,950.4	8,502.9	-5.0%
Fuel oil + ORD in MWh	794.3*	682.5	NR
<b>Total in MWh</b>	<b>143,619.2</b>	<b>152,244.1</b>	<b>NR</b>

\*Outside of Arras scope

### GREENHOUSE GAS EMISSIONS IN 2024 AND CHANGES VERSUS 2023

Type of energy	Emission factor (kg CO <sub>2</sub> eq/kWh)	Source emission factor	Total for scope	2024 value (kg CO <sub>2</sub> eq)	Reminder of total in 2023 (kg CO <sub>2</sub> eq)	Change (%)
Electricity	0.058	ADEME	82,010,842 kWh	4,756,629	3,874,725	+22.8%
Gas	0.215	ADEME	61,047,845 kWh GCV	13,125,287	12,762,303	+ 2.8%
Superheated water (Steam)	0.106	DALKIA	8,502,940 kWh	901,312	948,744	-5.0%
Fuel oil	3.240	ADEME	17,264 L	55,935	19,735*	NR
Off-Road Diesel (ORD)	3.160	ADEME	46,757 L	147,752	216,349*	NR
<b>TOTAL (kg CO<sub>2</sub>eq)</b>				<b>18,986,915</b>	<b>17,821,856</b>	<b>NR</b>

\*Outside of Arras scope

NP = Not Relevant because it is not within the same scope between 2023 and 2024 for fuel oil and ORD consumption upon inclusion of the Arras plant.

#### Methodological note:

The emission factors (EF), as transmitted by the ADEME, may vary depending on the year. For example, the emission factor of electricity depends on the French energy mix. Thus, even if consumption remains the same from one year to the next, these exogenous emission factors can increase or decrease the company's CO<sub>2</sub> emissions.

In 2024, the electricity emission factor increased from 0.052 to 0.058, thus increasing the LFB's CO<sub>2</sub> emissions within the same scope relative to electricity, in addition to the increased consumption, which explains this 23% increase.

### Key Performance Indicators for the LFB France scope:

2024	
Energy consumed per litre of plasma in kWh/L	120.7 kWh / L of plasma consumed
Greenhouse gas emissions from energy consumption per litre of plasma in kg CO <sub>2</sub> eq/L	15.1 kg CO <sub>2</sub> eq/L of plasma consumed

In 2024, these performance indicators were no longer related to Revenue as was the case in 2023 for reasons of relevance with regard to the risk and representativeness of LFB's activity.

2.2

# WATER MANAGEMENT

Water is mainly used by LFB for its production needs. LFB's sites use different types of water, but mainly tap water.

The different types of water used at the sites are as follows:

- Tap or so-called raw water:
- Softened water:
- Purified water (PW):
- Industrial steam and pure steam:
- Laboratory grade water (LGW):
- Water for injections (WFI)

Water is used at all stages of the plant, from traditional use (toilets, restaurant), to production (as a raw material or to clean equipment), for the operation of certain technical systems (cooling towers, thermal networks), and the production of pharmaceutical quality fluids (pure steam, WFI).

### LFB'S COMMITMENTS REGARDING WATER MANAGEMENT

LFB has committed to minimise the impact of the Group's finished medicinal product and pharmaceutical active substance manufacturing activities (from production to distribution) on the environment. This means that water management is among its industrial priorities.

The objective for LFB's industrial sites in France is to reduce water consumption by 10% by 2030 through initiatives taken at each of the sites, following the recommendations of the "Water Plan" issued by the French government ("France, Green Nation" of 30 March 2023).

### MEASURES IMPLEMENTED

In 2025 and 2026, a complete mapping will be carried out on French plants to identify the major contributing factors which will represent the potential levers for reduction to achieve our 2030 objective.



Reduce  
water consumption by  
**10%**  
in 2030 vs 2022

## Results

### TOTAL WATER CONSUMPTION IN LFB FRANCE IN 2024

	Year 2023	Year 2024	Change between 2024 and 2023
Volume of water in m <sup>3</sup>	594,484	574,294	-3.4%

Water consumption was down by 3% in 2024. This development falls within LFB's trajectory to reduce water consumption by 2030.

### Key performance indicators (KPIs) for LFB France

	2024
Volume of water consumed per litre of plasma consumed (L of water / Litres of plasma)	455

This indicator is not comparable to that of previous years because the reporting method for the number of litres of plasma changed between 2023 and 2024.

## 2.3

## WASTE MANAGEMENT

Given the nature of its businesses, processes and the values it upholds, LFB strives to deliver its services in compliance with environmental regulations. This is a crucial challenge for LFB and it does everything possible to act in an environmentally-friendly manner and in compliance with regulations.

### LFB'S COMMITMENTS IN THE AREA OF WASTE MANAGEMENT

Waste management at LFB consists of taking all necessary measures during the design, arrangement and use of its installations to prevent and reduce waste produced. LFB has set itself the goal of achieving 80% of its non-hazardous waste recovered or recycled by 2030 within the France scope.

LFB tracks the quantities of hazardous waste treated, from the producer via the transporter to the service provider using a computerised system connected with the national waste tracking system (Trackdéchets).

Part of LFB's waste is processed for energy recovery after incineration in approved facilities; the other part is sent for recycling, thus reducing the consumption of raw materials such as wood, metal, paper, cardboard, plastic, residual ethanol, etc.

LFB France is a member of the DASTRI ecological organisation that has been accredited by public authorities since December 2012 as part of extended producer responsibility for waste from healthcare activities associated with a risk of infection (DASRI). Towards this goal, LFB funds the collection of sharp objects used by haemophiliacs who self-administer LFB's products in their home.

### MEASURES IMPLEMENTED

As part of continuous improvement of waste prevention and management, the group's sites continued their efforts to improve the sorting of various materials (cardboard, plastic, glass, metal and wood).

The avenues (reuse, recycling, composting, energy recovery) are systematically explored to maximise waste recovery, in particular by:

→ Sorting waste from non-hazardous waste bins in order to identify recyclable waste and reduce landfilling,

→ Carrying out studies to improve sorting at the source and organising the management of the flow up to the waste centre: plastic (bottles, packaging, etc.) and cans.

As a pioneer in the circular economy, the Arras site has built a Recovery Unit entirely made from bio-sourced, recycled and reused materials, mainly from local sources. This unit will recover infectious waste from the industrial process to extract a source of recycled raw material made up of recycled plastic bottles.

With this objective in mind, contacts were made with potential service providers in 2024 for the implementation of this project to sort biological waste and recover the plastic found as a result (cost, delegated management, search for partnerships with manufacturers for the use of this raw material).

In the area of environmental safety, analyses of discharges and effluents continued in accordance with regulatory requirements.

Concerning Volatile Organic Compounds (VOCs) linked to the use of ethanol at the Les Ulis site, the results of the Solvent Management Plan (SMP) confirm that these emissions are controlled below the regulatory threshold. LFB collaborates closely with institutional authorities (DRIEAT (Regional and Interdepartmental Directorate for the Environment Planning and Transport) in Ile-de-France or DREAL (Directorate of the Environment, Land-Use Planning, and Housing) for other sites in other regions).

LFB's classified facilities are inspected regularly: in 2024 this concerned the Les Ulis site (10/12/2024) and the Lille site (18/10/2024).

Reach **80%**  
of non hazardous waste  
recovered or recycled  
in 2030

## Results for LFB France

The results presented also include waste from the Arras plant, which began operations at the end of 2024. Changes compared to 2023 will therefore not be presented this year because the scope is not equivalent, but will be calculated in 2025.

The same applies to the results presented in intensity measurement (total waste per litre of plasma consumed or per vial produced).

## WASTE MANAGEMENT

Type of waste	Hazardous Industrial Waste (HIW)		Non-Hazardous Waste (NHW)	
	Total HIW (T)	of which HIW recovered (T)	Total NHW (T)	of which NHW recovered (T)
<b>Tons</b>	10,146.9	9827.7	1364.8	1043.6
<b>Percentage of waste recovered</b>	96.9%		76.5%	
<b>Total waste (HIW + NHW) in Tons</b>	11,511.7			
<b>Total waste per vial produced (kg/vial)</b>	6.1			

Note In 2024, DASRI (Waste from healthcare activities associated with a risk of infection) was included in Hazardous Industrial Waste (HIW).

In 2024, 77% of non-hazardous waste was recovered, compared to 63% in 2023, which is in line with LFB's ambition to achieve 80% of non-hazardous waste recovered by 2030.

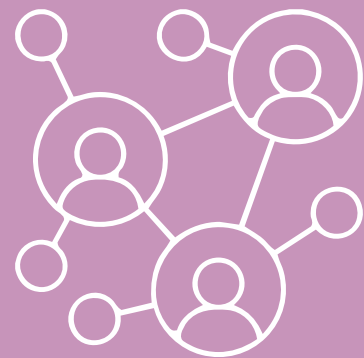
## Key performance indicators (KPIs) for LFB France

	2024
<b>Quantity of waste generated per litre of plasma consumed (kg of waste / litre of plasma)</b>	9.1

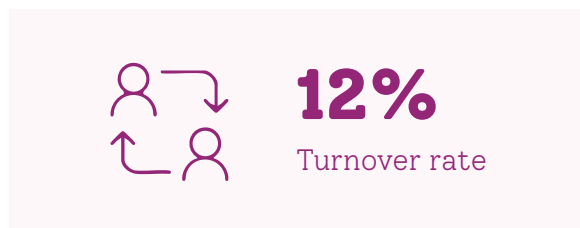
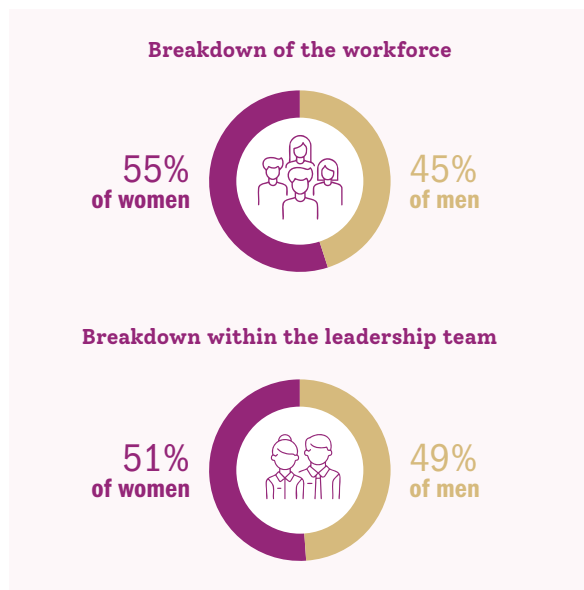
This indicator is not comparable to that of previous years because the reporting method for the number of litres of plasma changed between 2023 and 2024.



# SOCIAL



## Key figures



### 3.1

## COMPANY WORKFORCE

### 3.1.1. HEALTH AND SAFETY

For LFB, the health and safety of its employees is of prime importance and lies at the heart of its corporate culture. LFB strives to provide a safe and fulfilling work environment. It is essential for LFB to provide its employees with a working environment that promotes motivation and commitment. Motivation is developed or maintained, among other things, if employees find meaning in their activities and if the quality of life at work and working conditions are satisfactory. Safety at work is therefore one of the essential levers of operational performance.

#### LFB'S COMMITMENTS TO THE HEALTH AND SAFETY OF ITS STAFF

LFB's commitment is and has always been zero workplace accidents for its employees and more broadly for all people and companies working on one of its sites at the Group level.

In order to be able to measure and manage this commitment, in 2024, LFB set itself the objective for the French scope of a FR1 (Frequency Rate 1) less than or equal to 5 for so-called «work-related» accidents, i.e. a reduction by 2 of its frequency rate for the 2024 financial year. The objective was achieved for the French scope with a continuous reduction in the frequency rate measured on a monthly basis. By meeting this objective, LFB is below the mean frequency rate for its sector of activity. The FR2 objective for the French area (Frequency Rate 2) is 8.5. Though the FR2 objective was not achieved (FR2 = 10.4 for the 2024 financial year), it did decrease by 5 points, i.e. a continuous reduction of 1/3 compared to this same indicator for the 2023 financial year (FR2 = 15.4).

The severity rate is not measured objectively, but is monitored during the quarterly meeting of the EHS Council made up of all EHS managers for the sites, under the direction of the Group EHS Department.

Although this has not been measured objectively for the year 2024, LFB records and analyses work accidents involving temporary workers and service providers working on LFB sites.

### MEASURES IMPLEMENTED

In its quest to improve the health and safety of all employees working at its sites, in France and around the world, LFB has chosen to place particular emphasis on health and safety at its industrial sites in France where, due to the nature of their activities, the workforce is most exposed to serious risks.

In 2024, a three-pronged action plan defined for the second half of 2023 was followed:

- 1 ■ Raise awareness of hazards
- 2 ■ Reposition management as a key player in safety
- 3 ■ Reduce the recurrence of events

#### ACTION 1: Raise awareness of hazards

In November 2023, a standard for disseminating health-safety-environment events will be deployed across the entire Industrial and Quality scope. This concerns accidents with and without lost time, critical hazardous situations and environmental incidents. This standard aims for two main milestones:

- 1 ■ When an event occurs, it must be summarised within 24 hours in a “Flash v1”, including in particular the initial causes identified and the precautionary measures implemented.
- 2 ■ Within one month of the occurrence of the event, a “Flash v2” must present a more in-depth analysis.

These Flashes are broadcast by the EHS & Safety team of the industrial site concerned by the event to the entire management line and the EHS & Safety teams of the industrial sites. The Flash v2 is also shared with the Executive Committee.

#### ACTION 2: Reposition management as a key player in safety

Roles and responsibilities at each level of management for occupational health and safety were defined in 2024 based on five leadership principles:

- 1 ■ Create a safety culture, consistent with management values and principles
- 2 ■ Put proper emphasis on safety in the organisation and management and manage safety on a daily basis
- 3 ■ Share the safety culture: promote and encourage feedback
- 4 ■ Be credible through exemplary behaviour at all times and through presence on the work floor
- 5 ■ Recognise good practices and correct deviations

This internal awareness-raising is now included in the training programme for new LFB managers.

#### ACTION 3: Reduce the recurrence of events

A cause analysis is carried out following the reporting of any safety event (accident with or without lost time, critical hazardous situation), using the cause tree methodology.



The LFB gives itself the means to improve **health and safety** by launching the **SAFE** program.

“Cause tree” referents have been trained on all sites to ensure the method is used during investigations. In 2024, an internal application called «Safetrack» was presented for launch in early 2025 in order to streamline the reporting of all types of safety events but also to be able to monitor the handling of events reported.

### THE SAFE PROGRAMME, TO TRANSFORM OCCUPATIONAL HEALTH AND SAFETY AT LFB

The three-pronged action plan deployed in 2024 laid the foundations for transformation across the LFB Group in terms of health and safety at work: the SAFE programme (SAFE = Safety in Action, Stronger Together).

The programme consists of two phases linked to the scopes covered, defined according to the typology of risks to which LFB employees are exposed:

- From 29 April 2024 to the end of the first quarter of 2026: Industrial, Quality, General Resources, Biological Development Department, Non-Clinical Studies Department scopes
- From January 2026 to the end of the first quarter of 2027: all scopes, in France and internationally

LFB has teamed up with an external service provider for this programme

launched on 29 April 2024 as part of World Safety at Work Day. Its diagnostic phase lasted until June 2024. The objective of this diagnosis was to assess the LFB’s maturity in terms of occupational health and safety. It covered the entire scope of Phase 1 and used a combination of analytical methods:

- A survey on risk perception;
- Meetings with employees;
- Observation of the daily activities of employees, by the external service provider;
- Interviews.

Two workshops involving all sites and functions were held in order to define the orientations of the LFB health and safety roadmap for 2025.

This program was formalized in the 4<sup>th</sup> quarter of 2024 during a lunch meeting held to define future safety rituals, standards to control key risks, live-saving essentials and rules for LFB, and skills development pathways for the management line. Deployment of the programme started in January 2025 with a session confirming the commitment of the Executive Committee to the SAFE journey.

In for France, the staff representative bodies, the Health, Safety and Working Conditions Committee (HSWCC) at the level of the Economic and Social Units (ESUs), an offshoot of the Company Social and Economic Committee (CSEC) and the Unit dedicated to the health and safety of staff meet periodically, with the possible presence of occupational medicine, French State Health Insurance controllers and the Labour Inspectorate. In addition to and in the daily support of the teams at the industrial sites, EHS teams reporting to the Site Director provide their expertise to the teams on a daily basis to ensure safety is integrated into decision-making.

Furthermore, in the area of health, safety and well-being at work, LFB is working with representative bodies in France to co-construct a proactive policy based on the promotion of collaborative working conditions, job retention and the prevention of psychosocial risks. These measures aim to help reduce absenteeism, which is indicative of well-being at work.

Occupational health and safety management differs between the countries where LFB is established, in accordance with regulations in force and the level of exposure to key risks. Governance structures are also in place for international subsidiaries and specifically for Europlasma:

#### HEALTH AND SAFETY IN AUSTRIA:

the responsibility for the protection of workers is shared by several actors (health and maternity insurance, pensions and work accidents and occupational diseases). The protection of workers is constituted by law and supplemented by regulations.

#### HEALTH AND SAFETY IN THE CZECH REPUBLIC:

In the area of health and safety, workers are represented either by the union organisation present at the workplace or by the elected safety representatives or a third-party service provider who ensures compliance with laws and regulations.

### OTHER ACTIONS TAKEN TO MEET OUR COMMITMENTS AT LFB FRANCE

#### Understanding and reducing absenteeism.

The absenteeism prevention plan was continued in France in 2024:

→ Detailed analysis of the results to better target the causes as follows:

- Identify the relevant absences to be analysed (for ordinary illness, work-related and commuting accidents, occupational illnesses, unjustified absences);
- Define a typical profile for absences (less than 3 days, 4-30 days, >30 days, and their frequency).

→ Cross-check the findings with other criteria (age, gender, job category, etc.)

- Cross-check the data with the characteristics of work situations (shift work, department or workshop, working hours, etc.)
- Identify the signs of professional burnout for ageing employees and those with seniority, physical conditions, postural constraints, and mental load

→ Involve the stakeholders

- Develop a collective approach and get stakeholders involved (Management Committee, Operational HR, local management, Occupational Health and Safety)
- Manage absenteeism (collect information from employees, hold medical check-ups, re-integration interviews, maintain contact with long-term absentees, etc.)
- Prevent and address the causes (take action, where possible, to improve working conditions, improve management processes, etc.)

→ Propose adapted job positions to allow for work in the event of a pathology or following a work accident,

→ Train management and elected representatives in this process and in the legal constraints of absenteeism (rights and duties of employees and the company):

- Monitor the most sensitive situations with managers,
- Hold regular meetings based on statistical indicators (such as the Bradford factor) to determine actions to be taken to better understand individual and collective situations.

The absenteeism rate in France is an indicator monitored monthly at the Executive Committee level, and the actual rate was determined in December 2024.

Other measures have also been implemented in France to **promote the health and well-being of employees at work:**

#### Remote work:

→ LFB France came to an agreement relating to permanent remote work for all of its employees in France whose position is eligible, allowing them to work up to two days per week from their home, or from another place declared in advance, thus reducing their transport time. This agreement also contributes to a better work-life balance and provides organisational flexibility for teams.

**Prevention of psychosocial risks:**

→ The LFB has set up “Hope Expert”, a platform for listening, coaching and support by phone and video conference. Calls are confidential and appointments are made via the website <https://hopecoachs-lfb.youcanbook.me>. In addition, with the goal of supporting managers and employees experiencing collective organisational changes, collaborative work with members of the Health, Safety and Working Conditions Committee (HSWCC) in Les Ulis led to the creation of a guide on leading change, which helps to prevent the psychosocial risks that could result from such changes.

**A Psychological Listening and Support System**, which offers in person support since 2024 in the event of a collective need, in collaboration with the company Préventis. This initiative meets the following objectives:

- To provide all employees with the opportunity to give feedback and be heard; for some, this may involve a “decompression and recovery room” where feelings can be exchanged freely with an external consultant;
- To provide analyses, advice, or techniques that can help employees overcome a specific issue;
- To provide employees the necessary tools and conduct to support and listen to employees in difficulty, in order to best manage certain individual or collective situations they may be facing.

In connection with the promotion of physical health, LFB in France launched a pilot initiative in 2023 in Les Ulis and Alès to set up a partnership with a start-up, Axomove, to increase employee awareness of and support for musculoskeletal disorders. Employees can fill out a self-assessment questionnaire and access personalised exercise and health education programs as well as teleconsultations with physical

therapists (assessment and follow-up). Following the positive rollout of this initiative at the Les Ulis site, the solution was deployed at the Lille and Arras sites at the end of 2024.

**In France, in order to promote physical activities and sports that are in line with its values, LFB France has:**

- Strengthened its partnership with the IRIS association, which supports patients with primary immunodeficiencies and their families. LFB employees were able to take part in the connected race, organised by the IRIS association;
- Continued use of the United Heroes application with the holding of a new sports and solidarity challenge called “H-Games” where participating LFB employees collected donations in support of the French Handisport Federation (FFH).

And again in the spirit of increasing the well-being of employees and to promote physical exercise and participation in sports, LFB France continues to provide access to a gym near the employee's site at a reduced cost (almost one half of the subscription is covered by LFB). The staff of the Les Ulis site have direct access to a dedicated, equipped fitness facility which also offers group lessons.

**Solidarity: the “Donation of days off between employees” campaign in France**

- The system works as follows: “any employee who is responsible for the care of a child under 20 years of age or spouse with a serious illness, a disability or who was the victim of a very serious accident that makes sustained presence and compulsory care essential can request a donation of days off from LFB”;
- This system may evolve over time to include caregivers.

## Key performance indicators (KPIs)

LFB France and Europlasma KPIs	2023 value	2024 value
Frequency rate - FR1	9.8 (LFB France)	5.2 (LFB France and Europlasma)
Severity rate - SR	0.2 (LFB France)	0.1 (LFB France and Europlasma)

## Results

The frequency rate (FR) and severity rate (SR) of accidents in France are calculated based on the theoretical number of hours worked. This theoretical number of hours worked does not include overtime or additional hours worked, or vacation days taken during the period.

In 2024, 100% of work-related accidents resulting in lost time for LFB employees occurred in the industrial sector, and more particularly in production.

Indicators	France	Austria	Czech Rep.	Germany	LFB France and Europlasma
AWLT: Accident with lost time for LFB employees	22	2	1	0	25
AWOLT: Accident without lost time for LFB employees	25	0	0	0	25
AWLT EC: Accident with lost time for external company, including temporary workers	10	0	0	0	10
AWLT TR: Accident with lost time during travel or commutes for LFB employees	14	0	0	0	14
FR1: Number of accidents with lost time per million hours worked	5.0	6.9	9.2	0	5.2
FR2: Number of accidents with and without lost time per million hours worked	10.7	6.9	9.2	0	10.4
SR: Severity rate	0.1	0.04	0.7	0	0.1
Absenteeism rate	5.7	4.8	10.8	0.9	5.8

### 3.1.2. DIVERSITY

Guaranteeing equal representation of employees by gender and age, as well as equal pay conditions for all, is a key issue for the LFB. Any rise in discrimination could harm employee engagement, and lead to a loss of skills necessary for the company's livelihood. Promoting diversity is a lever for the company's attractiveness, performance, and lasting success.

#### LFB'S COMMITMENTS TO DIVERSITY

##### 1. IN FRANCE

LFB demonstrates its commitment to combating discrimination, promoting gender diversity, and ensuring equal treatment in the workplace for women and men. Negotiations which began at the end of 2024 between management and unions led to the signing of a new agreement on professional equality.

Diversity is seen as a strength and the fundamental challenge of having a mix of talents is a factor of social balance and economic efficiency for the company.

LFB has long been convinced of the richness of diversity and is committed to:

→ **Ensure that women and men are treated equally**, that there is no discrimination in this area (whether in recruitment, professional training, remuneration or career management)

In its new professional equality agreement, LFB France has committed to achieving a balanced representation between women and men. LFB's objective is to maintain a 50% gender balance (+/- 5%) in its overall workforce and leadership team. As of 31 December 2024, LFB's workforce comprised 55% women and its leadership team was made up of 51% women.



**Maintain a distribution of 50% of women and 50% of men**

$\frac{98}{100}$	<b>The results, which reflect LFB's continued commitment to the Gender Equality Index, show a score for LFB France of 98/100 in 2024 :</b>
$\frac{38}{40}$	for the «gender pay gap»
$\frac{20}{20}$	for the «gender pay raise gap»
$\frac{15}{15}$	for the «promotion rate gap»
$\frac{10}{10}$	for the number of employees of the under-represented gender in the top 10 highest-paid positions
$\frac{15}{15}$	for the percentage of female employees receiving a raise in the year following their return from maternity leave

100% of its recruitment staff have received training on professional equality. This training programme aims to raise awareness among teams about promoting gender equality, identifying stereotypes and unconscious biases, and promoting equal opportunities.

→ **Implement measures for the professional integration and continued employment of workers with disabilities**

The employment rate of people with disabilities within LFB France has continued to increase and is now above 6%, a sign of a dynamic policy to better support people with disabilities.

LFB has strengthened its partnership with the Handiem association with the aim of building an inclusive future and integrating people with disabilities at work. This involves supporting employees with their career path from the moment they are hired, throughout their time with the company and at the time of their departure.

This involves proactively offering assistance to employees and job seekers. Handiem also spoke at a Central HSWCC meeting in 2024 to present the system and associated actions.

Training was scheduled in the first quarter of 2025 for recruitment managers to integrate disabilities into recruitment practices. This programme aims to help recruiters understand disabilities and identify the external and internal resources available, including “sourcing”. They have learned how to adapt their posture and speech to successfully carry out recruitment and mobilise tools and resources.

→ **Offer a fair and balanced remuneration policy**, taking into account market realities, to attract, motivate and retain employees. In order to keep up with the race for talent and control the turnover rate, LFB has been working to implement a relevant HR strategy and a competitive remuneration policy.

LFB ensures that it has a wage policy that allows it to be attractive in its sector of activity in order to limit turnover and retain employee.

As a general rule, base salary adjustments are made once a year:

- According to the decisions taken following mandatory annual negotiations (CAN) conducted with central union delegates for France
- According to contractual and legal provisions for certain countries
- According to defined budgets for countries without legal or contractual provisions

For France, an internal minimum wage scale set at +3% above the minimum wages is applied, which helps maintain competitiveness in this area.

In France, an analysis of the internal salary structure was initiated to ensure that the existing salary ranges are competitive and adapted to the realities of the labour market. Individual adjustments may be made when necessary and justified, while remaining within LFB’s budgetary framework. A specific budget, which also covers gender equality, is allocated for this purpose.

The remuneration data relate to the annual gross payroll and include both fixed elements (base salary, seniority bonus, etc.) and variable elements (variable pay of executives, overtime, job bonus, etc.).

→ **Pursue an active policy to promote the stable integration of young people** into teams, with a view to:

- Creating a pool of specific skills in the short and medium term through hands-on collaboration,
- Developing partnerships with some twenty schools that provide training in the sector’s trades in the areas where LFB’s sites are located, and thus promoting the Employer Brand.
- Encouraging management to provide quality support and exciting assignments, in line with LFB values.

This commitment involves internships and work-study programmes (apprenticeships and professional development), with more than 200 students recruited in 2024.

A team within the Recruitment & Employer Branding France Department is devoted specifically to the rigorous recruitment of Young Talent, as well as to the leadership of this community within the company and careful individual monitoring of their experience.

In 2024, two internal «Share IT» events were held in France for employees on internships and work-study programmes, the objective of which is to create a special moment for the sharing of ideas with an LFB expert around a defined theme.

Through these initiatives to identify and retain talent, LFB aims to steadily increase the number of students hired on permanent and fixed-term contracts at the end of their internship or work-study programme. In 2024, 13% of work-study trainees were offered a fixed-term or permanent contract at the end of their work-study contract.

In addition, each year since 2022, LFB France has conducted the internal HappyIndex® Trainees survey among this population. This anonymous and independent survey from ChooseMyCompany gives interns and work-study trainees the opportunity to freely express their feelings and provide feedback to LFB on the following topics: professional development, work environment, mentor relationships, recognition, purpose, and CSR.

In 2024, 133 work-study trainees and interns in France took part in this survey. For the third consecutive year, LFB was awarded the label with an overall score of 4.07/5 and a top 10 ranking in the 2025 Work-Study category (number of students: 100 to 199).

More generally, commitments to diversity in recruitment practices are outlined in the new Group Recruitment procedure signed at the end of 2024. It describes the key principles of non-discrimination in hiring, the conduct of structured, skills-based interviews, and a locally active school relations policy. Finally, Talent Acquisition teams receive regular training on these topics, and a training module raises awareness of these principles among hiring managers.

## 2. IN THE USA

LFB entities in the United States, LFB USA and LFB American Plasma, are Equal Employment Opportunity (EEO) employers. Both entities have a discrimination and harassment policy described in the employee handbook.

Both entities also comply with the Americans with Disabilities Act, as outlined in the employee handbook.

Due to its size, LFB American Plasma reports equal employment opportunity data to the EEOC annually.

## Results

### BREAKDOWN OF THE REGISTERED WORKFORCE AT 31/12/2024

Subsidiaries	MEN				WOMEN				Total per subsidiary
	Perm. contr.	Fixed contr.	Trainee	Total	Perm. contr.	Fixed contr.	Trainee	Total	
<b>LFB France</b>	1,092	49	70	1,211	1,023	59	114	1,196	<b>2,407</b>
<b>Europlasma Austria</b>	49	0	0	49	184	0	0	184	<b>233</b>
<b>Europlasma Czech Republic</b>	18	1	0	19	65	7	0	72	<b>91</b>
<b>Europlasma Germany</b>	4	0	0	4	14	0	0	14	<b>18</b>
<b>LFB USA</b>	45	0	0	45	50	0	0	50	<b>95</b>
<b>American Plasma</b>	50	0	0	50	133	0	0	133	<b>183</b>
<b>LFB Gmbh</b>	5	0	0	5	5	0	0	5	<b>10</b>
<b>LFB Hemoderivados e Biotecnología</b>	0	0	0	0	1	0	0	1	<b>1</b>
<b>LFB Biopharmaceuticals</b>	4	0	0	4	5	0	0	5	<b>9</b>
<b>LFB Bioterapias Hispania</b>	4	0	0	4	1	0	0	1	<b>5</b>
<b>CAF-DCF</b>	4	0	0	4	9	0	0	9	<b>13</b>
<b>LFB Mexico</b>	9	0	0	9	12	0	0	12	<b>21</b>
<b>Group Total:</b>	<b>1,284</b>	<b>50</b>	<b>70</b>	<b>1,404</b>	<b>1,502</b>	<b>66</b>	<b>114</b>	<b>1,682</b>	<b>3,086</b>

### BREAKDOWN OF REGISTERED WORKFORCE AT 31/12/2024 BY SENIORITY WITHIN THE GROUP

Subsidiaries	- 2yrs	2-5yrs	6-10yrs	11-20yrs	21-30yrs	+30yrs
<b>LFB France</b>	682	643	319	343	230	189
<b>Europlasma Austria</b>	67	57	40	61	8	0
<b>Europlasma Czech Republic</b>	33	21	23	14	0	0
<b>Europlasma Germany</b>	18	0	0	0	0	0
<b>LFB USA</b>	40	24	11	6	13	1
<b>American Plasma</b>	120	63	0	0	0	0
<b>LFB Gmbh</b>	6	1	2	1	0	0
<b>LFB Hemoderivados e Biotecnología</b>	0	0	0	1	0	0
<b>LFB Biopharmaceuticals</b>	3	4	2	0	0	0
<b>LFB Bioterapias Hispania</b>	4	1	0	0	0	0
<b>CAF-DCF</b>	2	6	1	1	3	0
<b>LFB Mexico</b>	10	6	2	3	0	0
<b>Group Total (Headcount):</b>	<b>985</b>	<b>826</b>	<b>400</b>	<b>430</b>	<b>254</b>	<b>190</b>
<b>Mean seniority in the Group (years):</b>	<b>8.8</b>					

## NUMBER AND PERCENTAGE OF EMPLOYEES BY AGE GROUP AT 31/12/2024

	- 30yrs		30-50yrs		+ 50yrs	
	Number	Levels	Number	Levels	Number	Levels
<b>LFB France</b>	541	22.5%	1,290	53.6%	575	23.9%
<b>Europlasma Austria</b>	20	8.6%	141	60.5%	72	30.9%
<b>Europlasma Czech Republic</b>	17	18.7%	52	57.1%	22	24.2%
<b>Europlasma Germany</b>	5	27.8%	10	55.6%	3	16.7%
<b>LFB USA</b>	21	22.1%	32	33.7%	42	44.2%
<b>American Plasma</b>	70	38.3%	84	45.9%	29	15.9%
<b>LFB GmbH</b>	0	0%	6	60%	4	40%
<b>LFB Hemoderivados e Biotecnologia</b>	0	0%	1	100%	0	0%
<b>LFB Biopharmaceuticals</b>	0	0%	5	55.6%	4	44.4%
<b>LFB Bioterapias Hispania</b>	0	0%	3	60%	2	40%
<b>CAF-DCF</b>	0	0%	8	61.5%	5	38.5%
<b>LFB Mexico</b>	2	9.5%	14	66.7%	5	23.8%
<b>Total number, Group (headcount)</b>	<b>676</b>		<b>1,646</b>		<b>763</b>	
<b>Mean age, Group (years)</b>			<b>41.4</b>			

→ Employment: **491 arrivals in 2024**, under all contracts in France in (excluding transfers and contract suspensions), versus **419** in 2023.

→ The total workforce was 3086 employees at 31/12/2024.

→ 6% work-study trainees in the workforce at 31/12/2024 (number of work-study trainees/total workforce at 31/12/2024), compared to 4% in 2023.

**Key performance indicators (KPIs)**

KPIs	2023 value	2024 value
<b>Breakdown of the number of men and women in the workforce at 31/12/N (F/M, %)</b>	54.5% / 45.5% (Group workforce excluding promotional subsidiaries)	54.5% / 45.5% (Group workforce)
<b>Change in the number of work-study trainees compared to year N-1 (within LFB France)</b>	+ 25%	+ 47%

### 3.1.3. TRAINING AND SKILLS DEVELOPMENT

Training and development of employee skills remains a priority for 2024 and supports the global strategy and transformation of the Group in France and internationally.

#### LFB FRANCE'S COMMITMENTS TO TRAINING AND SKILLS DEVELOPMENT

Our ambition for LFB France in 2024 was for 80% of employees to be trained at least once. This threshold was reached with a percentage of 81.7% and 2.1% of the payroll was devoted to professional training (the legal minimum being 1%).

#### INITIATIVES IMPLEMENTED TO PROMOTE THE DEVELOPMENT OF SKILLS IN FRANCE

Initiatives to improve and consolidate LFB's transformation across all sites are implemented in the area of both individual and collective professional development:

- Improve the quality and monitoring of individual development plans by both strengthening the skills to be developed and by integrating them into a career development approach;
- Pursue and promote internal mobility and career advancement;
- Strengthen collective employee development initiatives in line with the Group's development objectives, particularly with regard to «mandatory» regulatory training related to pharmaceutical regulations, languages, as well as project management and managerial development;
- Invest in strengthening a culture of Quality, Safety, and Operational Excellence.

#### Internal mobility

The implementation of tools and processes to create and confirm a culture of internal mobility continued in 2024.

They allow employees to build a professional project, to voice it and to receive support in the realisation of their project.

**More than 30 career committees** facilitated by HR teams in each Department met across all sites. They enabled discussions on employee mobility requests, and thus adaptation of individual development plans as needed.

For example:

- In 2024, 18 employees received support from the "Jobmaker" digital career coach, which helped them to clarify a mobility wish and flesh out an internal application process.
- **9 interactive career paths** (development radars) were posted online on the intranet. The development radar which focuses on one job position allows employees to easily identify their possible career path within LFB.



Maintain at  
**80%**  
the number of employees  
trained at least once  
a year in France

In 2024, the Development and Career Department prepared guidelines for choosing a new TMS: Training Management System/ LMS: Learning Management System which will be deployed in 2025:

- Centralisation of all data for the administrative management of training and training sessions (support and evaluations);
- Simplification and management of mandatory training (accreditation and renewal of accreditation).

#### LFB FRANCE ALSO CONTINUES TO WORK ON SEVERAL AREAS:

##### 1. Managerial skills

In 2024, the managerial development programme was updated and put into action. It is a comprehensive programme centred around four pillars:

1. Managing performance through excellence and company values.
2. Proposing advancement and supporting change.
3. Developing the manager and his/her colleagues.
4. Communicating, informing, and intervening.

This programme is aimed at both employees who have never held a managerial position and experienced managers.

In 2024, specific efforts were rolled out through the implementation of individual and group coaching, as well as the deployment of an innovative digital «individual remote coaching platform» where managers can develop their managerial skills at any time.

This year also saw the launch of a new training module focusing on the «Inspire/Influence» managerial skill, the design of a new Managerial Leadership module, and the rollout of a pilot session at the end of the year.

Managerial entry-level assessments are systematically performed for employees with no prior managerial experience, allowing for individual development opportunities.

## 2. Digital tools

The Industrial Careers Development Department continues to develop digital resources for industrial training.

In 2024, technologies such as virtual reality and e-learning were implemented within industrial operations.

## 3. Product quality

LFB is committed to the quality of the medicinal products provided for the patients and compliance with all regulations applicable to its activities, and therefore continues to invest heavily in professional training focused on quality for all employees at its manufacturing sites.

New training modules are created or updated each year. Those rolled out in 2024 aimed to support the project for our new Arras plant, with the creation of training courses on the manufacturing processes of our medicinal products.

In 2024, the training teams at this site were strengthened to ensure they have the capacity to integrate and train new employees as part of a very ambitious recruitment plan (15 integration sessions conducted) and to provide the necessary training for the ramp-up of the workshops as part of the plant start-up.

## 4. Scientific expertise

To support the growth policy in France and internationally, scientific trainers have developed and deployed comprehensive training programmes to support field teams on the company's scientific and medical fields, for the launch of new medicinal products and/or the integration of new employees.

## 5. Operational excellence / Lean management

The implementation of Operational Excellence has ensured that continuous improvement plans are carried out across all LFB production sites.

Several certification methods recognise this approach, such as the Yellow Belt and Green Belt: these are certification training programmes offered by the Operational Excellence team to LFB employees at all production sites, particularly to support them in problem solving skills.

To support this structural approach, an ambitious development plan was rolled out in 2024, under which more than 170 employees have already been trained across all sites (Yellow Belt and Green Belt certifications, statistical process control, and process management using control charts).

## 6. Workplace safety

Regulatory training continually enhances employee skills in risk assessment and refresher training is provided (CACES driver safety certification, electrical accreditation).

These training courses are supplemented by voluntary training delivered by certified external or internal trainers (e.g., first responder training, fire training).

In addition to these technical training courses and as part of a continuous improvement approach, in 2024, LFB developed an

internal training programme on «Roles and Responsibilities of Occupational Health and Safety Managers,» which is being rolled out for all managers in the Industrial & Quality Department. This training is now included in the curriculum for all new managers, whether they change roles internally or join LFB for the first time.

Following on from this training, LFB has partnered with a long-established training organisation to develop training on «Roles and Responsibilities of Contractors in the area of Safety». This training is also listed in the catalogue, with the option of being provided internally by the EHS teams or the training organisation. A pilot programme was conducted at the Lille site and is now being rolled out at other sites to support the implementation of «Work site Short-Interval Management Meetings» (a Lean Management tool).

Finally, in synergy with these initiatives, the SAFE (Safety in Action, Stronger Together) programme was launched for the LFB Group in April 2024 on the occasion of World Safety at Work Day. In 2024, this program led to the rollout of skills development courses in 2025 for the Executive Committee, and then for all managers of the Industrial & Quality Departments, Biopharmaceutical Development and Non-Clinical Studies Departments, and General Resources. These courses will later be opened up to the rest of the Group in 2026.

## 7. Development of cross-functional skills

### → English

The deployment of English language training has intensified and remains a development priority for LFB as part of the Group's international growth and in preparation for FDA inspections for industrial teams.

### → Project management

The need to support employees with a shared Project Management methodology was identified. A comprehensive three-year Project Management development course was built and includes 3 learning levels.

The creation of a shared Project Management culture accelerated in 2024 with the continuation of Module 1 «Essential», the rollout of Module 2 «Advanced», and the programme and pilot session of Module 3 «Expert».

## IN THE USA:

Both entities see training as a priority for all employees - each position has a role in the quality management systems and training (SOP) is assigned according to the position. This includes on-the-job training. We offer self-directed training for executives and supervisors, as well as external leadership development training for leaders, managers, supervisors and high-potential employees.

## Results

### TRAINING RESULTS FOR LFB FRANCE AND EUROPLASMA

	2024
Total training investment in €	2,764,433
No. employees trained at least once	2,811

The results for 2024 are not comparable to those for 2023, because the scope was extended in 2024 to include the Europlasma collection subsidiary.

## Key performance indicators (KPIs)

### KPIS FOR LFB FRANCE AND EUROPLASMA

	2023	2024
Percentage of employees trained at least 1 time	X*	82.1%
Overall training effort	1.8% (Data in France scope)	1.9%

\*The 2023 data cannot be compared to those for 2024 because the calculation methodology changed.

Percentage of employees trained at least once: Number of employees trained at least once / (Total workforce in year N-1 at 31/12 + number of arrivals under all contracts in year N + number of departures under all contracts in year N).

The overall training effort is defined by the investment that the company attributes to training in relation to its payroll.

Training effort = Investment in training / payroll.

### 3.1.4. EMPLOYER BRAND

Improving attractiveness involves increasing company awareness and promoting a distinctive Employer promise within an ecosystem. Since 2022, LFB France has pursued a strategy to develop an Employer Brand to increase its attractiveness towards different target candidates with the goal of meeting LFB's recruitment needs in the short and medium term. And by the same token, the Employer Brand, embodied by employees committed to nurturing a shared culture, helps develop a sense of belonging, which is a major lever for loyalty.

#### LFB FRANCE'S COMMITMENTS TO INCREASE THE ATTRACTION AND RETENTION OF TALENT

In 2024, this Employer Brand strategy will continue with a targeted communication plan that combines an increased digital presence, high-impact communication formats and initiatives on the ground in LFB's employment basins.

One of LFB's objectives is to reduce turnover and, in this context, the turnover indicator for France has been monitored on a monthly basis by the Executive Committee since 2024. The actual turnover rate calculated at the end of 2024 was 3.8% versus a 2024 target of 4.8% overall. In France, employee turnover has been improving.

#### MEASURES IMPLEMENTED IN 2024

- Social media presence:
  - Launch of LFB Company pages on two new employment platforms: Glassdoor/Indeed and Welcome to the Jungle;
  - Redesign of the «Join Us» tab on the new LFB website;

- Commitment to regular posting of LinkedIn Employer Brand posts, including written employee testimonials;
- Dissemination of short, on-camera employee testimonials called «career videos».

- Presence at major events with high return-on-investment potential (participation of HR and operational teams in forums, job dating events, plant tours, LEEM Pharmaceutical Industry Careers Week, etc.) in all LFB employment basins in France.

For the United States, LFB has selected an external firm to assist with the employer branding and visual identity strategy for both entities. The company interviewed employees, managers and donors, visited two plasma collection centres and met with the LFB team responsible for global employer branding.



Attract  
new talent  
and reduce  
turnover

### Key performance indicator (KPI)

	2024
Group turnover rate	12.4%

## 3.2

## CONSUMERS AND END USERS: PATIENT HEALTH AND SAFETY

The activities of LFB BIOMÉDICAMENTS consist of the manufacture and sale of plasma-derived medicinal products for use in the fields of Immunology, Haemostasis and Intensive care.

All of LFB BIOMÉDICAMENTS' products are medicinal products of major therapeutic interest (MITM) as defined by French Act No. 2016-41 of 26/01/2016 and Decree No. 2016-993 of 20/07/2016.

These essential medicinal products are delivered to hospital pharmacies (except for one product sold in retail pharmacies) and are administrated by healthcare professionals in most cases for the treatment of rare or serious diseases such as in emergency situations, in specialised units (haemostasis, immunology, surgery).

### Scope

This challenge concerns and is addressed within the LFB Group scope.

### LFB'S COMMITMENTS TO PATIENT HEALTH AND SAFETY

LFB BIOMÉDICAMENTS undertakes to manufacture and market to healthcare professionals medicinal products that meet the manufacturing criteria and controls as defined in their marketing authorisations (MA) and in accordance with the requirements of Good Manufacturing and Distribution Practices. The MAs are obtained from health authorities after a rigorous and documented evaluation of the manufacturing processes and the benefit-risk balance for patients.

LFB's objective is to maintain a high level of excellence in Good Manufacturing Practice to avoid batch recalls.

LFB BIOMÉDICAMENTS also undertakes to provide healthcare professionals with reliable, objective and quality information to support them in the care of their patients and promote good use of its medicinal products in accordance with the therapeutic indications of their MAs.

Finally, LFB BIOMÉDICAMENTS undertakes, in accordance with the law, to inform authorities of any risk of supply tensions and shortages concerning its medicinal products and, if necessary, to take appropriate action to minimise the consequences of any such unavailability.

LFB's objective as part of this pharmaceutical on-call service is to fill 100% of emergency orders from hospitals received outside working hours and days.

### MEASURES IMPLEMENTED

In the area of medicinal product controls, all batches of plasma-derived medicinal products distributed by LFB BIOMÉDICAMENTS must, by law, undergo additional tests and are released by an independent official health laboratory that issues an official batch release certificate. The medicinal products are therefore released twice, by health authorities and by LFB.

For the purposes of post-marketing surveillance aimed at guaranteeing optimal safety and quality of its medicinal products in accordance with laws in force, LFB BIOMÉDICAMENTS has a Pharmacovigilance, Complaints and Haemovigilance unit that monitors its products.


A pharmaceutical telephone service is available outside of the company's working hours to receive and process any urgent information. The objective was met in 2024 since 100% of emergency orders from hospitals received outside working hours and days as part of this pharmaceutical permanence were filled.

LFB BIOMÉDICAMENTS has set up serialisation of its medicinal products in order to secure their use and to guard against the risk of counterfeit products being used. This measure has been effective since 9 February 2019. No case of counterfeiting was reported.

In the area of promotional information, LFB BIOMÉDICAMENTS provides promotional information to healthcare professionals through its medical sales representatives to assist them in caring for their patients and promoting the proper use of its medicinal products.

LFB BIOMÉDICAMENTS has undertaken to apply the provisions of the framework charter of the LEEM, a charter for information provided by canvassing or prospecting for the promotion of medicinal products, and its medical sales visits have been certified since 2010 ([referentiel de certification ip\\_mars\\_2017.pdf](#)). This certification of promotional information is renewed every 3 years (last renewal valid from 12/13/2023) and is subject to follow-up audits annually.

Medical sales representatives are subject to a code of ethics that governs their interactions with healthcare professionals and is available on the LFB BIOMÉDICAMENTS website under the heading «Commitments to healthcare professionals».



Maintain a percentage  
of emergency orders  
filled in France  
of **100%**

#### Supply tensions/Stock shortages:

LFB BIOMÉDICAMENTS has implemented Shortage Management Plans for all of the medicinal products in its portfolio.

Since 15/09/2021, and in accordance with Decree No. 2021-349 of 30 March 2021 relating to safety stocks intended for the national market, LFB has set aside safety stocks for all of its medicinal products.

## Résultats

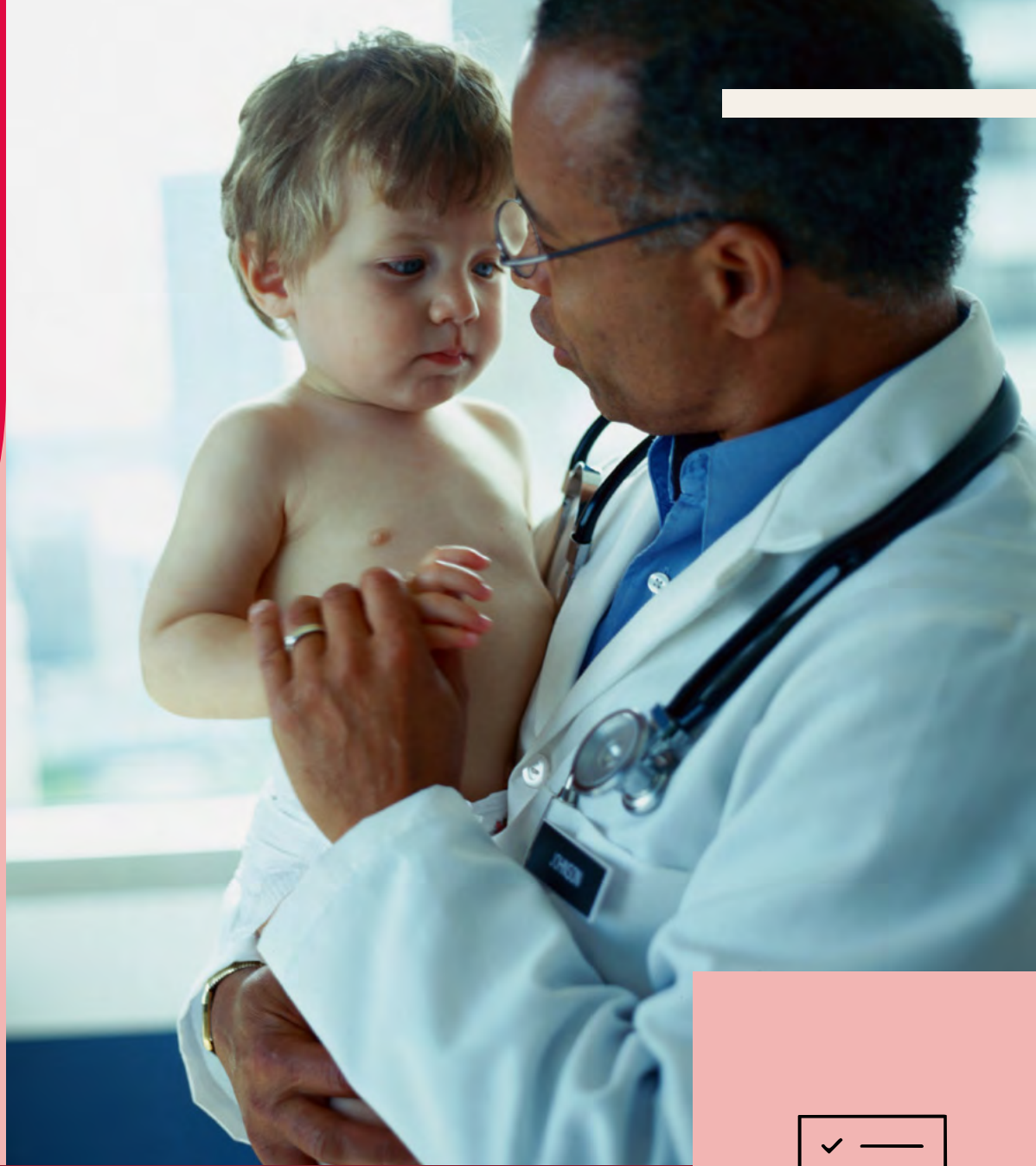
- 0 Cases of counterfeiting (**0 in 2023**)
- No change in the Benefit/Risk balance of an LFB medicinal product.

- 23 emergency orders sent to LFB France - (14 in 2023). An emergency order is an order placed outside of LFB's opening hours (weekends, nights, public holidays).

## Key performance indicators (KPIs)

	2023	2024
Complaints indicator (in parts per million)	24,9	22,2
Percentage of emergency orders filled by LFB France	X*	100%

\*This indicator was not reported in 2023



# BUSINESS AFFAIRS

## Key figures



### 86%

of employees in the targeted Group scope passed the Anti-corruption training



### 100%

of buyers trained in responsible purchasing

### 97%

of the most at-risk employees in the LFB France scope have passed the Anti-gift scheme and transparency of relations



### 95%

95% of employees have passed the test with a fake phishing scam



## 4.1

# PREVENTION AND FIGHT AGAINST CORRUPTION

**LFB's corruption prevention policy is based on zero tolerance for any form of corruption or other breaches of integrity.**

**To this end, the LFB Group has implemented a corruption prevention programme, in accordance with the provisions of the French Sapin 2 Act<sup>3</sup>, which is based on three fundamental pillars:**

### A) INVOLVEMENT OF THE GOVERNING BODY

The Executive Committee has entrusted the deployment and supervision of this programme to its Corporate Compliance Department. The Executive Committee validates the corruption risk mapping and ensures that the associated action plan is monitored. The Audit & Risk Department is also involved in the evaluation and monitoring of this programme.

The Ethics & Compliance Committee is co-chaired by the Legal and Compliance Director and the Head of the Corporate Compliance Division and is composed of the Executive Committee's line managers, each Executive Committee member having designated a representative from their department to sit on this committee. Among its roles is that of assisting and advising the Corporate Compliance Division in its missions by providing cross-functional resources and input.

### B) CORRUPTION RISK MAPPING

LFB has carried out corruption risk mapping since 2017, and the map is updated every three years. However, the main changes and events which took place at LFB over the previous year are reviewed through key interviews to update the map as necessary in light of those elements. This risk map is associated with an action plan aimed at reducing the identified risks and thus strengthening the corruption prevention programme.

### C) PREVENTION AND DETECTION MEASURES

#### A. PREVENTIVE MEASURES

##### Anti-corruption code of conduct

LFB's anti-corruption code of conduct is one of the tools in its corruption prevention programme. It was updated in December 2022

Train **90%**  
of targeted people  
in anti-corruption practices



and sets out rules and principles to combat corruption and guide managers and employees in their daily ethical decision-making.

This code applies to all Group employees and managers, as well as to LFB's external stakeholders (partners working for or with LFB) for all activities in France and abroad. It has been translated into several languages. Violation of that code could be detrimental to LFB and lead to disciplinary action.

### Employee training

A mandatory e-learning module on the prevention of corruption, intended for all managers and employees exposed to the risks of corruption and influence peddling as identified in the corruption risk map, is carried out in French and English. This training is provided upon arrival of any employee in the company and then every two years.

An e-learning module on the Anti-gift scheme is provided to all managers and employees interacting with stakeholders in the French healthcare system. This training is provided upon arrival of any employee in the company in France and then every two years.

Key performance indicators are included in these two e-learning modules:

- For the corruption prevention training, among the defined target population, LFB's objective is to reach 90% of targeted individuals having completed the training at the Group level;
- For training on the, Anti-gift scheme, LFB's objective for the defined target population is to reach 95% of targeted people having passed the training within the LFB France scope.

### The actions implemented to achieve these objectives include:

- Regular monitoring of training progress.

- Automated and then personalised reminders to ensure all learners complete these training courses.

### Third-party integrity assessment

LFB's third-party assessment procedure assesses the integrity and risks of exposure to international economic sanctions of third parties working with LFB before any contract is signed. The purpose of this procedure is to enable LFB to:

- Assess the "corruption" and "sanctions" risks incurred by LFB due to its interaction with a specific third party
- Benefit from an analysis of the compliance risk of that third party
- Decide whether or not to enter into a relationship with that third party, continue an ongoing relationship or end it

## B. DETECTION MEASURES

### Internal reporting procedure

The internal reporting procedure was updated in December 2022 to incorporate the changes made by the so-called French Wasserman Act<sup>4</sup> which strengthens the protection of whistleblowers. The whistleblower hotline [alert-compliance@lfb.fr](mailto:alert-compliance@lfb.fr) allows LFB employees and stakeholders to confidentially report facts or behaviours that violate LFB's values and principles of action as set out in the Anti-corruption code of conduct. As an integral part of the Anti-corruption code of conduct and the associated training, it is the subject of regular communications.

### Internal controls

Corruption risk mapping includes an analysis of the control framework, comparing identified risks with existing Level 1 and 2 controls, as well as Level 3 controls performed by the Audit & Risk Department or other types of auditors (external audits).

## Results

- Percentage of the most at-risk employees in the LFB France scope having been trained and completed the e-learning training on the Anti-gift scheme and transparency of relations: 97% in 2024 versus 77% in 2023.

The results are in line with expectations, with an increase in the training indicator and an improvement in the percentage of targeted employees having been trained and completed their training compared to the previous year.

## Key performance indicators (KPIs)

	2023	2024
Percentage of employees in the targeted Group scope having been trained and completed the e-learning training on anticorruption in French or English	95%	86%

The compliance training plan and its monitoring were strengthened in 2024 with a new mandatory campaign on the prevention of corruption and increased monitoring of learners

(reminder system, statistics regularly communicated to the Executive Committee (COMEX), etc.).

## 4.2

## RESPONSIBLE PURCHASING

**The Purchasing Department's policy follows the group's strategy, and is based on the Supplier Relations Charter set out in LFB's CSR strategy and General Terms and Conditions for Purchasing.**

### COMMITMENTS OF THE FRANCE PURCHASING DEPARTMENT

The France Purchasing Department has made the following commitments:

- Ensure reliability of purchases from a panel of competent and competitive suppliers,
- Secure the procurement of group supplies to ensure the continuity of production,
- Make administrative, financial and contractual flows more reliable, particularly in accordance with current regulations,
- Contribute to the control and improvement of the financial performance of LFB,
- Ensure that all purchases (materials and services) are properly authorised, evaluated and accounted for within the appropriate period of time,
- Protect the interests of LFB by maintaining long-term relationships with suppliers and service providers and promoting the external image of LFB,
- Include, defend and promote the group's CSR values in relations with suppliers (Supplier Relations Charter, Duty of vigilance, sustainable development, Ethics, Transparency).
- Training in responsible purchasing best practices. LFB's goal is to maintain a 100% buyer training rate. This indicator has increased from 89% in 2023 to 100% in 2024, enabling LFB to achieve its objective.

This challenge concerns and is addressed within the LFB France scope. It is not addressed within the Group scope because the Purchasing Department does not handle purchasing of the plasma starting material. In addition, purchases are mainly made within the France scope due to the production inputs and materials required for plants located exclusively in French territory.

### RESPONSIBLE PURCHASING

To meet LFB's CSR challenges, the Purchasing Department follows a Responsible Purchasing approach based on the promotion of responsible practices and balanced relations with its suppliers and subcontractors.

Since 2010, the France Purchasing Department has signed the Supplier Relations and Responsible Purchasing Charter (SRRP Charter) led by the Company Mediator and the National Purchasing Council (CNA). This Charter, renamed the Supplier Relations Charter at LFB, was updated in November 2020 to better take into account the 10 good practices of the SRRP Charter in the context of purchasing at LFB.

The 10 good practices range from the principle of ethical affairs to the consideration of environmental issues, and are based in particular on:

- Ethics, fairness, transparency and business loyalty,
- Consideration of social and environmental criteria,
- Development of purchasing from companies in the protected and adapted sector,
- A complete cost approach where possible,
- Purchases favouring local businesses and SMEs,
- Awareness of the principles of Responsible Purchasing.

### MEASURES IMPLEMENTED

To further engage buyers in this process, the Purchasing Department has made part of the variable compensation of its employees subject to achievement of the following overall objectives:

- Encouraging suppliers to be rated by EcoVadis by sending invitations.
- Integration of CSR clauses in supply agreements since 2023
- Integration of respect for animal well-being in the relevant supplier contracts
- Sharing of a shuttle for transportation of staff from the Les Ulis site, with companies located near the site.
- Mapping of CSR risks related to purchasing, allowing for anticipation of the need for due diligence (Action plans defined for the four highest-risk categories).

Work underway to secure LFB France's supplies.

Continue to train  
**100%**  
of buyers in responsible  
purchasing practices



## Results

These data correspond to purchases made in France, excluding plasma.

The table below shows the changes in the purchasing indicators between 2023 and 2024.

### PURCHASING INDICATORS

	2023	2024
Amount covered by purchases (excluding plasma purchases)	€ 412.9 million	€ 393.9 million
Share of purchases from the adapted or protected sector in expenditure out of total purchases (excluding plasma)	0.04%	0.05%
Share of purchases from SMEs not including plasma	36%	48%
Percentage of suppliers in France	86%	88%
Percentage of buyers trained in responsible purchasing	100%	100%
Percentage of buyers with CSR goals	89%	100%

EcoVadis platform for the year 2024: Results of the EcoVadis assessment by LFB Purchasing.

### ECOVADIS EVALUATION\*

Partners invited to complete the EcoVadis questionnaire (suppliers and subcontractors)	173
Partners assessed	136
Percentage of suppliers who responded to the assessment	79%

### Key performance indicators

	2023	2024
Average payment time of suppliers and subcontractors (in days)*	95%	53

\*in accordance with the French act on modernisation of the economy (LME Act No. 2008-0776).

## 4.3

# CYBERSECURITY

By virtue of its status, LFB must protect its information assets and the services essential to its missions. The security of the Group's information system is a major issue, and this is the scope within which it is addressed.

### LFB'S COMMITMENTS IN THE AREA OF CYBERSECURITY

General Management therefore published an IT system security policy in 2011, which stems from the group's security strategy.

#### It is based on five fundamental goals:

- Ensure the appropriate level of availability, integrity, confidentiality and traceability,
- Control risks,
- Comply with laws and regulations in force,
- Follow good practices, applicable norms and standards,
- Follow national guidelines defined by the supervisory bodies.

It is applicable to all group entities and activities. It takes into account all the human, tangible and intangible resources that contribute to the operation of LFB.

It is associated with an IT charter, as well as operational procedures and measures.

In order to conduct the security strategy with a coherent approach, an organisation structured around decision-making units was created, and consists of a functional chain of command and security committees.

All stakeholders and decision-making bodies are responsible for developing, applying and enforcing the security guidelines resulting from the group's strategy.

One of the objectives of the IT security system policy is to maintain a minimum success rate of 90% in the Group's phishing tests.

**MEASURES IMPLEMENTED**

To strengthen the security of its IT system, LFB has carried out the following projects and actions:

- Application of fundamentals throughout the fleet:
  - Management of equipment obsolescence,
  - Management of security updates,
  - Protection of equipment by antivirus/antimalware,
  - Supervision.
- Network segmentation,
- Consolidation of security events from critical equipment for correlation and analysis by a SOC (Security Operations Centre) team.
- Supervision of data access,
- Email threat protection: Antispam/antivirus upstream of emails received,
- Website threat protection: Web gateway for internal as well as external use (remote working),



**Maintain a  
90%  
success rate in phishing  
tests for Group employees**

- Protection of remote links (WAN): deployment of network boxes so as to have a global security policy on all private and public links, while guaranteeing increased redundancy and increased bandwidth,
- Workstation and server threat protection: deployment of an advanced security tool to detect and block threats,
- Internal network threat protection: deployment of next-generation firewalls,
- Account takeover (phishing) threat protection:
  - User awareness through e-learning, phishing tests, tutorials, a cybersecurity webpage, regular alerts, and publications of European CyberMoi/s campaigns,
  - Checking for suspicious connections,
  - Deployment of multi-factor authentication.
- Fraud protection:
  - User awareness through e-learning on identity theft, CEO fraud, fake supplier fraud and audio deepfakes,
  - Addition of an alert banner to external emails.
- IT system security audit with penetration test conducted in 2023, and planned for 2025.
- IT security governance through security committees,
- Contracting of Cybersecurity insurance.

**Results**

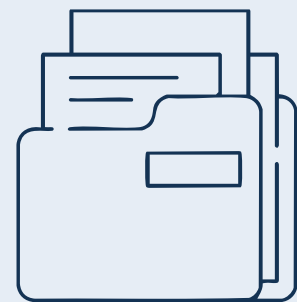
- 85% of emails representing a threat blocked in 2024.

**Key performance indicators (KPIs)**

	2023	2024
Rate of users who have passed the test with a fake phishing scam	93%	95%



# APPENDIX



# APPENDIX 1

## SUMMARY OF KPIS AND KEY RESULTS FOR THE GROUP'S ACTIVITY

Indicator	2023	2024
Quantity of plasma fractionated (L)	992,376	1,260,854 <sup>1</sup>
No. vials produced	1,857,503	1,878,519

### SOCIAL KPIS

Indicator	2023	2024
Change in number of work-study trainees versus year N-1	25%	47.2%
F/M breakdown	46.5% / 53.5% <sup>2</sup>	54.5% / 45.5%
Group Turnover rate for permanent contracts	X	12.4%
Frequency rate (FR1)	9.8	5.0
Percentage of employees trained at least 1 time	100% <sup>3</sup>	81.9%
Overall training effort	1.8% <sup>3</sup>	1.9%
Complaints indicator (ppm)	24.9	22.2

### ENVIRONMENTAL KPIS

Indicator	2023	2024
Water consumption in L / Litres of plasma fractionated	NA	455 <sup>1</sup>
GHG emissions relative to the number of litres of plasma consumed (in kg CO <sub>2</sub> eq/L of plasma)	NA	15.1 <sup>1</sup>
Energy consumed relative to the number of litres of plasma consumed (in kWh/L of plasma)	NA	120.7 <sup>1</sup>
Quantity of waste generated per litre of plasma consumed (kg of waste / litre of plasma)	NA	9.1 <sup>1</sup>

### GOVERNANCE KPIS

Indicator	2023	2024
Average supplier payment period in days	51	53
Percentage of target employees who passed anti-corruption training	95.3%	86.0%
Percentage of users who passed the fake phishing test	93%	95%

1 - These values include plasma partially fractionated by one of LFB's subcontractor and integrated into the manufacturing processes of our medicinal products, which was not included in the reporting scope in 2023. They are therefore not comparable to those of previous years.

2 - The breakdown of Women/Men was calculated within the France scope in 2022 and 2023 and was extended to the Group scope in 2024.

3 - The FR1, the percentage of employees trained at least once, the overall training effort were indicators calculated within the France scope in 2023 and were extended to the Group scope excluding promotional subsidiaries in 2024.

# APPENDIX 2:

## GLOSSARY

**ADEME**

French Environment and Energy Management Agency

**ANSM**

French National Agency for Medicines and Health Products Safety

**BEGES**

Greenhouse Gas Emissions Balance Sheet

**CAHPP**

Central Purchasing Agency for Public and Private Hospitals in France

**CAN**

Collective Agreement Negotiations

**CAPA**

Corrective Action Preventive Action

**COMEX**

Executive Committee

**CNA**

French National Purchasing Council

**CSEC**

Company Social and Economic Committee

**CSR**

Corporate Social Responsibility

**CSRD**

Corporate Sustainability Reporting Directive

**DAF**

Administrative and Financial Department

**DASRI**

Waste from healthcare activities associated with a risk of infection

**DREAL**

French Regional Directorate for the Environment, Planning and Housing

**DRIEAT**

French Regional and Interdepartmental Directorate for the Environment, Planning and Transportation

**EEO**

Equal Employment Opportunity

**EEOC**

United States Equal Employment Opportunity Commission

**EF**

Emission Factor

**EHS**

Environment, Health and Safety

**EMA**

European Medicines Agency

**ESRS**

European Sustainable Reporting Standards

**ESU**

Economic and Social Unit

**FDA**

US Food and Drug Administration

**FFDSB**

French Voluntary Blood Donation Federation

**GHG Protocol**

GreenHouse Gas protocol

**HIW**

Hazardous Industrial Waste

**HSWCC**

Health, Safety and Working Conditions Committee

**IRO**

Impact, Risk and Opportunity

**IRIS Association**

Association for patients with primary immunodeficiencies

**LEEM**

Trade organisation of pharmaceutical companies in France

**LGW**

Laboratory-Grade Water

**REV**

Revenue

**MA**

Marketing Authorisation

**NHW**

Non-Hazardous Waste

**NFPS**

Non-Financial Performance Statement

**NR**

Not Relevant

**PID**

Primary Immunodeficiency

**PW**

Purified Water

**RSRC**

Responsible Supplier Relations Charter

**SAFE program**

Safety in Action, Stronger Together

**SFAR**

French Anaesthesia and Intensive Care Society

**SME**

Small- and Medium-sized Enterprises

**SMP**

Solvent Management Plan

**SOC**

Security Operations Centre

**SSMP**

Stock Shortage Management Plan

**TMS**

Training Management System/ LMS: Learning Management System

**VOC**

Volatile Organic Compound

**WFI**

Water For Injections



# NON-FINANCIAL PERFORMANCE STATEMENT

APPENDIX 2 · 2024



[www.groupe-lfb.com](http://www.groupe-lfb.com)



3 Avenue des Tropiques - ZA Courtaboeuf  
91940 les Ulis - France  
+33 1 69 82 70 10